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ABSTRACT

To give a summary to the Minister of Labour and the members of his Board, this report by the Industrial Training Committee for Trades Allied to Agriculture discusses a sector of the Food, Drink and Tobacco Industry relating to agricultural and horticultural ancillary trades. Chapters cover an introduction, the nature of trades relating to agriculture and horticulture, the role of the Industrial Training Board and its relation to the Industrial Training Committee, the Committee's future goals, and a summary of recommendations. Over 80% of the document is devoted to three appendixes which include trade associations represented on the Committee, the job descriptions and training needs of the employees, and examples of courses and qualifications being used. (jf)

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INDUSTRIAL TRAINING in the trades allied to agriculture

A REPORT BY THE INDUSTRIAL TRAINING COMMITTEE FOR THE
TRADES ALLIED TO AGRICULTURE PRESENTED TO THE CHAIRMAN
OF THE FOOD, DRINK & TOBACCO INDUSTRY TRAINING BOARD

AVAILABLE FROM THE INSTITUTE OF CORN & AGRICULTURAL MERCHANTS LTD.

A REPORT BY THE INDUSTRIAL TRAINING

COMMITTEE FOR

THE TRADES ALLIED TO AGRICULTURE

INDUSTRIAL TRAINING

IN

THE TRADES ALLIED TO AGRICULTURE

Available from

The Institute of Corn & Agricultural Merchants Ltd.,
Cereal House, 58 Mark Lane, London, E. C. 3.

January, 1968

Cuton Mill,

Chelmsford,

Essex.

29 February, 1968.

Minister of Labour,
(for the Chairman of the Food,
Drink & Tobacco ITB)

My dear Chairman,

I have much pleasure in sending you the Report of the Industrial Training Committee for the Trades allied to Agriculture, of which I am Chairman.

This report is intended to provide you and the Members of your Board with a "read-in" on our sector of the Food, Drink and Tobacco Industry. It is not intended as an expert training document for deep study by the permanent staff of your ITB during their first year.

In the report, we have given a description of our sector of the industry, our thoughts on the ITB and its relation to ourselves and also an outline of our intentions in the field of industrial training.

On behalf of our Committee, I would like to congratulate you on your appointment and assure you that you can rely upon our co-operation in the immense task ahead of you.

Yours sincerely,

J F Cramphorn

J. F. Cramphorn
Chairman, Industrial Training
Committee for Trades allied to
Agriculture.

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INDUSTRIAL TRAINING COMMITTEE

Chairman Colonel J. F. Cramphorn, T.D.
Chairman, Cramphorn Limited, Cuton Mill, Chelmsford, Essex.

Members

Agricultural Co-operative Association (ACA)

Chief Executive Officer: J. A. E. Morley, MBE

Agricultural Co-operative Managers' Association (ACMA)

President: F. J. Pete
General Manager, South Shropshire Farmers Limited, Salop.

Association of Fish Meal Manufacturers (AFMM)

President: R. D. Lee
General Manager and Director, Grimsby Fish Meal Co. Limited, Grimsby.

Secretary: F. W. Burton

British Flower Industry Association (BFIA)

Council Members: N. R. Duncan
Director, J. & E. Page Limited, London.

M. J. Weston
Director, Four Seasons Flowers, London.

Representative: (on behalf of the Society of Floristry) Mrs. Ruby Caney
Proprietor, Caney's, Barnet.

British Hay & Straw Merchants Association (BHSMA)

President: R. Cornwell
S.C.A.T.S. Limited, Winchester, Hants.

Secretary: F. W. Burton

Compound Animal Feeding Stuffs Manufacturers National Association (CAFMNA)

Representative: E. H. R. Lyte
Group Personnel Manager, Spillers Limited, London.

Admin. Officer: A. D. Bird

Country Flour Millers Group (CFMG)

Group Member: I. R. McNish
Director, Paine & Co. Limited, St. Neots, Hunts.

Country Wool Merchants Association (CWMA)

President: G. P. Short
Director, Pickard, Maldram & Jones (Wool Graders) Limited, Burrington, Umberleigh, Devon.

Secretary: R. G. Swan

FOR THE TRADES ALLIED TO AGRICULTURE

Horticultural Trades Association (HTA)

President: M. O. Slocock
Director, W. G. Slocock Limited, Woking.

General Secretary: A. R. Bailey

Joint Council of British Potato & Vegetable Merchants' Associations (JCBPVMA)

Council Member: G. W. Govey
Director, Baxter & Guion Limited, Peterborough.

National Association of Corn and Agricultural Merchants (NACAM)

President: G. B. Wood
Managing Director, Dower Wood & Co. Limited, Cambridge.

Director General: C. G. Metson, OBE

National Association of Seed Potato Merchants (NASPM)

Council Member: M. F. Strickland
Director, Stricklands (Potatoes) Limited, Hastings.

National Council of Concentrate Manufacturers (NCCM)

Representative: R. D. Cain
Agricultural Training Officer, Vitamealo AFP Limited, London.

National Federation of Corn Trade Associations (NFCTA)

Council Member: H. E. Johnston, Director,
Bunge & Co., London.

National Federation of Fruit & Potato Trades (NFFPT)

Executive Committee Member: R. B. Goddard,
Director, J. R. Goddard & Co., Bristol.

Retail Fruit Trade Federation Limited (RFTF)

Council Member: H. L. McDowell
Director, H. L. McDowell Limited, Sidcup, Kent.

Retail Seed Trade Association (RSTA)

Council Member: R. K. W. Kershaw
Chairman, Amalgamated Seed Merchants Limited, Leicester.

General Secretary: A. R. Bailey

Scottish Seed & Nursery Trade Association (SSNTA)

President: J. I. Stewart
Director, Stewart & Co. Seedsmen Limited, Edinburgh.

Representative: J. Black
Partner, Alexander & Brown, Perth.

Seed Trade Association of the United Kingdom (STA)

Council Member: D. A. D. Begbie
Chairman, Woods, Sadd Moore & Co., Norwich.

General Secretary: A. R. Bailey

Secretariat

Administration - Mrs. S. Smith, National Association of Corn and Agricultural Merchants.

Training - R. P. Clarke, Institute of Corn and Agricultural Merchants.

STUDY GROUPS

General Merchants

E. R. MacDonald, Frank Pertwee & Sons Limited, Harbour House, Hythe Quay, Colchester, Essex.

R. A. Hardwidge, J. Vinnicombe & Son Limited, Court Wick, Littlehampton, Sussex.

E. W. Maslen-Jones, Joseph Rank Limited, Millocrat House, Eastcheap, London E. C. 3.

C. Pearce, James Duke & Son Limited, Abbey Mill, Bishop's Waltham, Nr. Southampton, Hants.

F. Woodcock, Kenneth Wilson (Corn Merchants) Limited, Sovereign House, 4 Queen's Court, Seacroft Town Centre, Leeds 14, Yorks.

W. D. T. Baxter, Scottish Agricultural Industries Limited, 39 Palmerston Place, Edinburgh,12.

Animal Feed Manufacturers and Compounders

J. E. Robinson, BOCM Limited, St. Bridget's House, Bridewell Place, London E. C. 4.

E. H. R. Lyte, Spillers Limited, Old Change House, Cannon Street, London E. C. 4.

C. Scott, J. Bibby & Sons Limited, King Edward Street, Liverpool 3.

Dr. W. E. Chambers, Barkers & Lee Smith Limited, Beverley, Yorks.

G. R. Tuck, W. F. Tuck & Sons Limited, Burston, Diss, Norfolk.

R. M. C. Potter, Spillers Limited, Old Change House, Cannon Street, London E. C. 4.

Seed Processors and Producers

D. A. D. Begbie, Woods, Sadd Moore & Co., Green Lane West, Rackheath, Norwich, NOR 97A.

A. L. Cullen, Thomas Cullen & Sons Limited, Witham, Essex.

J. T. Leggett, C. W. Marsters Limited, King's Lynn, Norfolk.

I. Stewart, Stewart & Co. Limited, 13 South Street, Andrew Street, Edinburgh 2.

D. Mumford, Watts & Sons (Banbury) Limited, Edward Street, Banbury, Oxon.

Fruit, Flower, Vegetable and Potato Wholesalers

E. Richards, Richards & Son Limited, High Street, Benwick, March, Cambridge.

G. W. Govey, Baxter & Guion Limited, Museum Buildings, Priestgate, Peterborough.

M. Strickland, Stricklands (Potatoes) Limited, 67 George Street, Hastings, Sussex.

W. Fell, C. W. Tooley & Sons Limited, Wholesales Market, Nottingham.

N. R. Duncan, J. & E. Page Limited, London.

Fruit, Flower, Vegetable and Horticultural Retailers.

R. K. W. Kershaw, Amalgamated Seed Merchants Limited, 10 St. James Street, Leicester.

D. Bishop, S.C.A.T.S. Limited, Northgate House, Staple Garden, Winchester, Hants.

J. Black, Alexander & Brown (Seed Merchants) Limited, The Scottish Seed House, South Methuen Street, Perth.

R. A. Innes, Cramphorn Limited, Cuton Mill, Chelmsford, Essex.

H. L. McDowell, H. L. McDowell Limited, Sidcup, Kent.

A. W. Yeoman, OBE, c/o Retail Fruit Trade Federation Limited, 9 Russell Chambers, Covent Garden, London W. C. 2.

G. W. Gibson, Harrison Seeds Limited, 10 St. James Street, Leicester.

M. Weston, Four Seasons Flowers, London.

Agricultural and Horticultural Co-operatives Societies

T. F. Collis, S.C.A.T.S. Limited, Northgate House, Staple Garden, Winchester, Hants.

K. B. Jordan, West Cumberland Farmers' Trading Society Limited, Catherine Street, Cumbs.

F. J. Pete, South Shropshire Farmers Limited, Farmore Mills, Craven Arms, Salop.

J. Cobley, Vale of Clwyd Farmers Limited, Station Yard, St. Asaph, Flintshire.

Formation of the Committee

101. The Industrial Training Committee for the Trades allied to Agriculture was set up to preserve the interests of the agricultural and horticultural ancillary trades, before, during and after the introduction of industrial training.

102. The Committee sought to preserve these interests because it believed that the jobs of all the employees in these trades has so much in common that they should all come under the same Industrial Training Board.

103. History. The earliest actions were taken in 1965 by the Institute of Corn and Agricultural Merchants (ICAM), an educational body and its parent association, the National Association of Corn and Agricultural Merchants (NACAM). Their initial intentions were two fold; first, to organise themselves for industrial training, and secondly, to prevent the fragmentation of "the Corn Trade" for that training into two separate groups, merchanting and manufacturing. Following upon this it seemed prudent to invite the trade associations covering kindred activities to join them and out of this combination grew our Industrial Training Committee, as it is today.

The Study Groups

104. One of the first tasks of the Committee was to prove that there was a common thread running through the training needs of the employees covered by it. It therefore set up six specialist study groups to examine the jobs and training needs of employees in the following activities:

a. General Merchants
b. Animal Feed Manufacturers and Compounders
c. Seed Processers and Producers
d. Fruit, Flower, Vegetable and Potato Wholesalers
e. Fruit, Flower, Vegetable and Horticultural Retailers
f. Agricultural and Horticultural Co-operative Trading Societies.

105. Each Study Group had six or more members, employers, line managers and personnel or training managers, representing all the interests within the activity covered. The final reports of these study groups were scrutinised and co-related. Jobs, which were largely common to all activities were then combined. The final result, which forms an important part of this report, is given in Appendix II

The Report

106. In this report the Committee provides information about itself and its sector of the Food, Drink and Tobacco Industry. The report is intended as a "read-in" for the Chairman and Board members of the Food ITB and therefore expresses its opinions and recommendations concerning that ITB. Since we would not wish to preach what we do not practice, we have outlined, in a further chapter, our aspirations on industrial training in our sector.

107. This report should not of course be regarded as a definitive study of training needs and recommended procedures within the trades allied to agriculture, but rather as an earnest of good intention and a basis for further discussion.

CHAPTER 2

THE NATURE OF THE TRADES ALLIED TO AGRICULTURE

General

201. The sector of the Food, Drink and Tobacco Industry represented by our Committee can be broadly divided as follows:

a. Agricultural Ancillary Trades. Those concerned with animal feed, seeds, grain, pulse and forage. The supply of fertilisers, crop protection and other agricultural chemicals and some machinery and services, although outside the definition for our ITB, are also carried out by this trade:

(1) Merchants
(2) Manufacturers.

b. Horticultural Ancillary Trades. Those concerned with horticultural produce as defined and seeds:

(1) Wholesale
(2) Retail.

202. This division has been made broad for the sake of clarity. There are, therefore, many exceptions to it. For example, fruit, flowers and vegetables grown on farms are sold through the same wholesale and retail outlets as those used by market gardeners. Similarly, horticultural seeds may be used on farms, nurseries, and market gardens and by private gardeners.

203. Some Significant Common Features. In order to assist in identifying the nature of the firms in our sector, we have listed below some significant common features:

a. Size. The estimated number of firms in our sector from figures provided by the trade associations is 58,000, of which some 4% - 5% may be duplications. Although a few of these are very large, most are small (under 25 employees) or very small (under 5 employees). Many of the retail shops are run by the proprietor alone.

b. Attitude towards Industrial Training. Many of those in our sector are very closely concerned with farming and market gardening. They are, therefore, very much aware of the reception given to the Agricultural, Horticultural and Forestry ITB.

c. Location. Unlike most of British Industry, many firms are located away from the centres of population.

d. Transport. Agricultural and wholesale horticultural produce merchants employ considerable transport fleets of their own, which play a vital part in the successful conduct of their business.

e. Salesmen. Agricultural and wholesale horticultural produce merchants and some retail shops employ salesmen, representatives, fieldsmen or driver salesmen who purchase and/or sell produce. Some companies have a large sales force (more than 30).

204. Employees. Our sector offers a wide range of jobs, some of them common to each type of firm. We have provided a full set of Job Descriptions and Analyses of Training Needs in Appendix II.

Agricultural Ancillary Trades

205. General. Well over 2,000 companies come under this heading. They range from the national manufacturing companies (known as "the Nationals") like Ranks Hovis McDougall Ltd., The British Oil & Cake Mills Ltd., and Spillers Ltd., to the very small solely distributing business. 80% (1) of these firms are privately owned and account for about 60% (1) of the total annual turnover of £700 million (2). The rest, public companies and the agricultural co-operative trading societies, account for about 20% (1) each. In addition, about £101.4 million of potatoes are bought from the grower.

206. Their Employees. The very large companies have several thousand employees and the smallest just one man with a telephone. The distribution of sizes of labour force can be seen from the table below (3):

Number of Employees	Over 1000	501-1000	251-500	101-250	51-100	26-50	11-25	6-10	0-5
% of Companies	1.1	0.6	1.4	5.5	12.2	18.2	30.0	17.5	13.5

207. Their Activities. Although most firms take part in multiple activities, some specialise in only one. In addition to buying and selling grain, potatoes, seed, animal feed, fertilisers and farm chemicals, about half carry out manufacturing processes, as follows:

a. Over 60% (3) of firms manufacture 9.75 million tons of compound and provender animal feed per year at a turnover of £350 million. (4)

b. Up to 50% (3) of firms clean, process and treat cereal (655 thousand tons), herbage or vegetable seeds at an annual turnover of £50 million.

c. About 60% (3) of firms clean and dry grain.

It can be seen from these figures that over one third of these companies carry out all three activities.

208. Merchants. The main activities of merchants are marketing and trading in grain and in potatoes. Grain is sold for animal feed, human food and drink, seed, export and industrial purposes, and potatoes for seed and human food. In addition to these, merchants sell fertilisers and agricultural chemicals. Their main customers are the farmer, the maltster, the brewer, the miller, the compounder and the horticultural and vegetable trades. Some merchants, mainly the co-operatives, also supply machinery and a maintenance service to farmers. The scale of trading is indicated by the following statistics:

a. Grain. Merchants handle annually a total of 9.5 million tons of home-grown grain, out of the total crop of 13.2 million tons (5) at an annual turnover of £190 million.

b. Potatoes.(6) About 6.6 million tons of potatoes were grown in Great Britain in 1967. The main bulk of these were sold for human consumption at about £70 million to the farmer. In addition, 700 thousand tons were sold for seed at £15.4 million and 800 thousand tons as early potatoes at £16 million.

c. Fertiliser. 4.5 million tons (7) are sold annually for a turnover of about £125 million (8).

(1) NACAM Survey 1965 and Stamp Report on Co-operatives Finances.
(2) Extrapolated from NACAM Survey 1965.
(3) NACAM Survey 1966,excluding potatoes.
(4) Ministry of Agriculture Price Review 1967.
(5) Home Grown Cereal Authority 1966/67 Harvest Season.
(6) Potato Marketing Board 1968.
(7) Ministry of Agriculture Statistics.
(8) Ministry of Agriculture Price Review 1967.

d. Agricultural Chemicals. The annual turnover is about £11 million (1).

209. Manufacturers. Many manufacturers carry out all the three main manufacturing processes, compounding animal feeds, processing seeds and cleaning and drying grain. However, there are a number of firms who specialise in one activity only. The following breakdown shows the occupations and make-up of the agricultural manufacturing companies.

a. Animal Feed Compounding. The major occupation amongst the manufacturers is the compounding of animal feeds. According to the Ministry of Agriculture's latest statistics, there are about 866 factories in Great Britain and Northern Ireland manufacturing compounds and concentrates. The majority of these are either part of general agricultural merchanting businesses, or have other activities, such as flour milling, or seed crushing. Many, however, particularly some of the Nationals, are specialists in compound feed and concentrate manufacturing. Although a number of farmers compound their own feed using cereals grown on their farms plus purchased concentrates, practically the whole livestock population is served by Compounders. Of the 9.5 million tons of compound feed manufactured annually, 64.7% (2) is produced by the deep water port mills. A table showing percentages of this tonnage for each type of animal against the population (2) of that animal in England and Wales is given below to indicate the magnitude of this task:

Animal	% tonnage	Population in England and Wales
Cattle and Calf	36.6	9.86 million
Pig	18.5	5.63 million
Poultry	42.8	104.7 million
Others (including sheep)	2.1	- (19.7 million sheep)

b. Seed Processing. Many firms, in addition to other agricultural merchanting activities, process and multiply seeds from herbage, pulse, root, fodder, cereal and horticultural crops. Their customers include retail herbage and cereal seed houses, retail horticultural shops, market gardeners, nurserymen and farmers; in addition, they may well be importers and exporters of seeds. There are also a few specialist firms which, in addition to the above, are Plant Breeders.

c. Grain Drying and Cleaning. This is a specialist process since moisture affects the storage properties and cleaning the quality. Both will, of course, also affect the weight/volume ratio. Most merchants handling grain, discussed in paragraph 208, have the facilities for drying and cleaning it.

d. Manufacturers of Animal Proteins. These are primarily manufacturers of fish meals, meat meals, meat and bone meals, and other basic animal proteins for incorporation in concentrates and compounds for animal feeding. Many are specialists in this single activity.

Horticultural Ancillary Trades

210. General. Over fifty thousand firms come under this heading. They range from the large combined wholesale and chain retail companies to the proprietor-run one-man shop. They handle all the fruit, flowers and vegetables, garden supplies and a large proportion of pet foods sold in the country except for those handled by supermarkets, grocers' and general stores.

(1) Association of British Manufacturers of Agricultural Chemicals.
(2) Ministry of Agriculture Statistics.

211. Wholesale. These companies supply their retail counterparts. Many deal in a wide range of commodities, many of them outside their trade, like coal, so that sharp divisions are not possible. In general, they can be divided as follows:

a. Wholesale Fruit and Vegetable Trade. In this trade there are between 2,500 and 3,000 companies. Most of them deal in fruit and vegetables, some also in flowers and a few are specialists in either fruit or vegetables or in potatoes alone. A typical company has about ten employees but the average is probably seven or eight. The range is from 2 to 150. The knowledge required for their management and accounting is similar to that required in other merchanting businesses.

b. Wholesale Horticultural Trade.

(1) Seeds, bulbs, tubers, etc. These largely come from the specialist seed processing companies covered under the agricultural ancillary trades in paragraph 209.b. Some bulbs and tubers are supplied or imported direct.

(2) Plants, shrubs, and trees, etc., are supplied by wholesale nurserymen who come under the Agricultural ITB.

(3) Seed potatoes are supplied to farmers and the horticultural retail trade by seed potato merchants, many of whom also deal in ware potatoes and other commodities.

(4) Fertilisers, pesticides and other horticultural chemicals. These are supplied by both chemical manufacturers covered by the Chemical ITB and by wholesalers.

(5) Tools and sundries. These are non-perishable and their suppliers to the retail trade come mainly under other ITBs.

c. Wholesale Flower Trade. There are about 800 companies engaged in the wholesale flower trade, of which about 150 handle flowers exclusively. These companies range from the largest, a wholesale-retail chain company of 150 employees, to the smallest, having one or two employees of which there are many. The majority have three to five employees and about a hundred have six to ten. These companies supply the Retail Flower Trade with pot plants and cut flowers. The total annual turnover is in the order of £30 million.

212. Retail. This section consists of a very large number of shops, mostly with a total labour force of between one and five. A few are branches of six-to-twelve-shop businesses but most are owner-run. They can be divided as follows:

a. Retail Fruit and Vegetable Trade. This comprises some 40,000 shops, selling fruit and vegetables and some cut flowers. These shops average less than one paid full-time worker per shop. Most have a working proprietor whose drawings contain elements of both salary and profit. Due to the uneven nature of their trading, they rely largely on part-time workers, mostly married women using up spare time during the busy part of the week, e.g. Fridays and Saturdays. Invariably, extra workers are only employed when essential. In view of all these factors, we consider that industrial training is difficult to implement for the greater part of this trade.

The statistics (10) below are given to support this view:

(1)	Working Proprietors and Unpaid Helpers:	
	(a) Full time	40,163
	(b) Part time	11,737
	Total	51,900

---

(10) 1961 Census

(2)	Paid Workers		
	(a) Full time		38,304
	(b) Part time		15,228
		Total	53,532
		Total Workers	105,432

b. Retail Horticultural supplies and Pet Food Trade. This section includes some 2,000 Specialist shops and garden centres selling seeds, bulbs and plants of all kinds and shops selling pet foods. Sometimes these operations are combined. They carry an average staff of three to five, a large shop being one that carries more than six. The trade is subject to some seasonal fluctuations affecting a small proportion of staff, the quietest periods being January, mid-July to mid-August and during November. As in the retail fruit and vegetable trade there is a considerable element of part-time labour. The knowledge and expertise required by shop managers and assistants is considerable, for example, it calls for a knowledge of stock control and planning and shop layout. Also, as with the agricultural merchant, many customers require technical advice on the use of goods sold, gardening matters and landscaping.

c. Retail Flower Trade. This comprises about 6,000 shops selling pot plants, cut flowers and floristry. About 2,000 of these also sell goods other than flowers. Their annual turnover is around £60 million per year. Many of these shops have two to five employees but a fair proportion have only one or two. Very few have ten or more. Trading is spasmodic around the year, with peaks from time to time, particularly at Christmas, Easter and Mother's Day. A knowledge of stock contrul and planning is required. In addition, some considerable artistry is necessary for shop displaying and arranging flowers and for designing and making up floral work.

CHAPTER 3

SOME THOUGHTS ON OUR ITB AND OUR RELATIONS WITH IT

Introduction

301. Our Committee is unanimous in extending its welcome to the Food, Drink and Tobacco ITB and in expressing its willingness to co-operate with it to the full.

302. Our aims in this chapter are:

a. To offer the ITB some suggestions on the handling of industrial training in our trades.

b. To suggest ways in which our Committee and the ITB should work together to mutual advantage.

c. To provide some of the information about the Trades allied to Agriculture which the ITB will require during its policy deliberations.

303. The Food, Drink and Tobacco Industry. Although we have had a useful liaison with the other sections of the Food, Drink and Tobacco Industry, we have made no attempt to study their problems in relation to our own. There are obviously some common features, such as on the retail side. Our suggestions, particular to our firms, might therefore be equally relevant to the rest of the Industry in some cases.

The ITB and Our Firms

304. Public Relations - The Highest Priority. Most of the firms in our sector are very small with few and busy managers. These are inundated with so much paper and so many forms that much of it now goes unread into the waste paper basket. Some, closely concerned with farming and market gardening, have seen or participated in the reception given to the Agricultural, Horticultural and Forestry ITB. These factors, together with the low profit margin to which most firms work, have made many reluctant to get involved in industrial training. There is, therefore, the most urgent need, immediately the ITB is formed, to mount a widespread and convincing public relations operation to promote the benefits of training and to introduce the ITB to the firms in the industry.

This should take the form of, in chronological order:

a. A Notice. Obviously, a very early friendly note must be sent to each firm, informing it of the formation of its ITB and the name of the Chairman. This should include an announcement that a series of meetings will be held all over the country.

b. Conferences. A series of well-run conferences should be held in towns within 100 miles of all firms. The speakers should be the Chairman or Chief Executive of the ITB supported by his opposite number from one of the successful ITBs.

c. Literature. To make any real contribution, explanatory pamphlets or literature should be handed out after these meetings and not sent to firms beforehand.

d. The Press. These notices and conferences should be fully backed up by well-timed announcements and coverage in the appropriate trade and other press.

We feel that a series of meetings will make a far greater and more persuasive impact than any amount of paper.

305. Concentration of Resources. It is in the nature of many of our firms that, if they can be sold an idea and can see the benefits they are likely to derive from it, they will come forward and ask for help to use that idea. We believe that this will be the case with industrial training. It is therefore vital that the ITB responds in an immediate, enthusiastic and satisfying way to all firms who show willing. If it does not, it could arouse antagonism in its early stages.

To achieve this, since its manpower resources are bound to be limited in relation to the number of firms, it should concentrate on those firms which ask for help. The great advantage to the ITB of following this policy is that it will achieve early and notable success because these firms are invariably the pacesetters. News of these successes will undoubtedly spread, and this, with a little stimulus from the levy, will generate further willingness.

306. Satisfying the ITB's Customer. We have asked ourselves "What kind of advisory service will meet our needs best?" Our answer, we are not surprised to find, bears a close resemblance to the advisory service an agricultural merchant or horticultural retailer offers a customer. This service has three tiers, the salesman/representative, the specialist adviser and the expert technologist. The important point is that success can only be assured if the man with the appropriate expertise and specialist knowledge is brought in. With industrial training, firms will have a very wide range of questions and problems, such as "how do we start?" "how do we identify our training needs?" "how do we start management development and training?" "how do we keep training records?" "what's the best book on ... training?" "how do we join a group training scheme?" "how does one produce a job specification?",which will require satisfactory answers. If the ITB's regional adviser were competent to provide all these satisfactory answers, he would require to be a man of no mean ability and would command a high salary. We consider that it would be better to have only training officers at regional level with specialists and experts held back at the ITB's main offices. These specialists and experts should be competent to cover such subjects as: guiding a company's board to identify training needs, offering advice on Management Development and Training, advising a company's accountant how to display training costs and budgets at company and departmental level. The essence of this assistance at all times should be to help companies to help themselves. At the same time, enquiries by letter or telephone must be dealt with in the same immediate, enthusiastic and satisfying way. We appreciate that initially the ITB will be busy formulating policy but we believe, nevertheless, that it would be shortsighted not to satisfy the more eager customers during this period. Apart from specialist subjects, there is also the problem of level. For instance, a request from a Chief Executive should be met by an ITB staff member at such a level that no offence is given. Also, since impressions are lasting, for the first close confrontation between the ITB and a firm, the ITB should be represented by a suitably senior member who introduces and commends the regional adviser to the firm. We feel that the ITB's success and reputation as a "good ITB" will depend largely on its early performance and its ability to satisfy its customers. To ensure this success, its staff will require considerable motivation and a faultless practice of good customer relations.

307. Paperwork and Inspections: We have heard it said that some firms have had to take on extra staff to deal with their ITBs' highly complicated and intellectually sophisticated Levy/Grant Schemes. Our firms are mostly very small and already find it an intolerable burden dealing with existing regulations, such as SET and Government subsidies to agriculture and the mountains of paperwork associated with them. Their profit margins are such that to employ additional staff, even if they were prepared to, would be difficult. The work of introducing and running industrial training in these firms will therefore fall upon the already harassed management. Furthermore, this management will very quickly lose any enthusiasm it has for reaping the benefits of training if the ITB sends Inspectors to see whether it is following the rules. We wish, therefore, to make the strongest possible plea for a very simple Levy/Grant Scheme, which will encourage participation by the management of small firms.

308. The Levy. We have no means of assessing the actual level of Levy appropriate to the firms in our sector and are therefore unable to support our recommendations with fully reasoned arguments. We have the impression, however, that the size of the firm is more important a factor than the nature of its activities in determining the level of Levy. We would like the ITB to note, for example, that since most of our firms are very small they find it extremely difficult to spare people for training. Our recommendations on Levy are as follows:

a. Initial Levy. We recommend that the initial Levy should not exceed the minimum sufficient to cover Grant payments for the ITB's first necessarily limited training recommendations plus its early administrative expenses.

b. Exclusion from the ITB. We recommend complete exclusion from the ITB of proprietor-run businesses whose only help is part time at peak periods. This would also save considerable paperwork.

c. Levy Exemption. We recommend Levy Exemption for firms with total annual emoluments of £4,000 or less, while their case is being examined and until a satisfactory working solution has been found. However, firms in this category which have pressing training needs should be allowed to elect for voluntary inclusion in the Levy/Grant Scheme.

d. Differential Levy. We consider that, the Food, Drink and Tobacco Industry bears some resemblance to the Ceramics, Glass and Mineral Products Industry in that both have some very large sophisticated firms, some small and very small firms and a number of medium sized firms. Differential Levy may therefore also be appropriate in our case and we recommend that this be examined further.

309. Related Activities. Many of our companies have "related activities", particularly farms and gardens for research, trials and demonstrations, and transport, upon which other ITBs are expert. We recommend that our ITB should make arrangements to collect and have available the complete range of "related activity" information, since firms cannot be expected to contact a variety of ITBs for this. The same principle applies to individual jobs upon which other ITBs are expert, such as Machinery Maintenance Fitters, and, of course, those concerned with transport, gardening and farming.

The ITB and our Committee

310. The aim of our Committee under this heading is to suggest ways in which it and our ITB should work together to mutual advantage. We feel that it is essential to achieve a working relationship under which each can help the other to develop successful training in our firms.

311. Method of Study. To assist us in determining the areas where such co-operation would be fruitful, we drew up a plan showing ways in which our Committee could possibly help or work together with the ITB. These are covered below in chronological order.

312. Lines of Communication. We invite members of our ITB and its staff to communicate with or enlist the assistance of:

a. Members of our Committee and Training Sub-Committee, (Employers, Chief Executiver and Training Managers).

b. The permanent staff of the Committee, (Administrative - NACAM, Training Development - ICAM).

c. The Trade Associations represented by our Committee.

313. ITB Committee Structure. We offer members of our Committee and Training Sub-Committee and experts co-opted from our Trade Associations to serve on the ITB Committees. We would like to see and be represented on Committees covering the following:

a. Horizontally:

(1) The Trades allied to Agriculture
(2) The Wholesale Trade
(3) The Retail Trade
(4) Small Businesses
(5) Very Small Businesses
(6) Research,

and b. Vertically:

(1) Management Training
(2) Supervisory Training
(3) Sales Training

(4) Clerical and Accounting Training
(5) Operative Training.

314. Lists of Employers. We presume that the Ministry of Labour will provide our ITB with the names and addresses of companies coming within the definition of the Food, Drink and Tobacco Industry. We would, however, like to place on record that our Trade Associations are very willing to help the ITB if they have any problems over their members in the Ministry of Labour lists.

315. Related Activities. We understand that some firms with single managements have made statutory returns to the Agricultural and Road Transport ITBs for their farms, nurseries, market gardens or transport because they were sent the return forms. These were subsequently found to be "related activities" to their "main activity" of merchanting or manufacturing.

316. Statutory Returns. We understand that some ITBs have sent out Statutory Return forms as their first communication to the employers covered by their Board. This has incensed many of these employers and made them hostile towards the ITB. We recommend, as stated in paragraph 304, that the early approaches to employers should be by a short note informing them that the ITB exists and then by a public relations operation. If the ITB is unable to do this, we will undertake to inform all our firms of the ITB's progress through our Trade Association "All Members" circulars. As stated in paragraph 409, we are also mounting a public relations operation of our own, but this cannot be as effective as the ITB's in developing the ITB's good image. We would also like to make a plea that the Statutory Return forms be made as easy as possible to fill in. It is apparent that many of the other ITB's Statutory Returns are extremely complicated and use employment level terms not generally known. Since many of our firms use the same job title for jobs that are at different employment levels in different sized firms, confusion is bound to arise.

317. Long Term. In the long term, the Committee is willing to assist with, or even to manage within its own sector, the following projects:

a. An assessment of future manpower requirements
b. Research into training techniques
c. Assessment of training schemes
d. Evaluation of training given.

Information the ITB will require

318. Training being done. At present, all the large firms and about 10% of the firms with more than five employees carry out training. Some have extensive and well prepared programmes of both in-company and external training, while others occasionally send someone on a course.

319. Courses. In Appendix III, we have listed some of the courses being used by our firms. Except for those run by ICAM, we have been unable to vet these courses for content, quality or objective and therefore in no way wish them to be taken as recognised by us. In due course we hope to provide a more comprehensive and more detailed list of courses being used.

320. In-Company Training. As explained in paragraph 203, most of our firms are small or very small and find it difficult to release staff for courses. Furthermore, many firms are geographically isolated from the large towns where courses are held, making attendance uneconomic in travelling time and expenses. In addition to this, seasonal peak loads on firms increase this difficulty at certain times of the year, even for quite large firms. This means that priority must be given to in-company training and a way found to cost it if these firms are to get any benefit from industrial training. High priority must also be given to "on the job" training, particularly for production operatives and others, for which their plant or equipment cannot be duplicated for training purposes due to its cost or its necessary association with other machinery.

321. Training Priorities. Firms should, of course, place the highest priorities on those areas where expenditure on training will produce for themselves the best benefits in terms of increased productivity and profit. Nevertheless, we have examined carefully the training priorities in our sector and recommend the following be given high priority:

a. Management Training:

   (1) Improving existing managers
   (2) Training existing managers to use new management techniques which have been accepted as effective
   (3) Developing existing managers for promotion,

and b. Other Training, not necessarily in this order:

   (1) Safety Training
   (2) Training of Trainers, (Group, full-time, part-time, Training Managers/Officers and Instructors)
   (3) Sales Training
   (4) Technical Specialists and Advisers - keeping them up to date
   (5) Supervisory Training
   (6) Training of Plant and Vehicle Maintenance Craftsmen
   (7) Operative Training.

CHAPTER 4

OUR COMMITTEE'S FUTURE INTENTIONS

A Posture for the Future

401. At the same time as sending this report we reconstituted our Committee and Training Sub-Committee onto a more permanent basis and set ourselves two objectives, namely:

a. 1st Objective. To increase the quantity and improve the quality of the training being done in the Trades allied to Agriculture.

b. 2nd Objective. To work with the Food, Drink and Tobacco ITB to mutual advantage.

402. The first of these is the subject of this chapter. The second has been discussed in Chapter 3.

Our Training Philosophy

403. Responsibility for Training. We wish to make it clear at the outset that we appreciate that our sector of the Food, Drink and Tobacco Industry is responsible for its own training and that the ITB's role is to provide advice rather than training. Furthermore, we are well aware of and will promote vigorously the following principles:

a. That the Chief Executive should be responsible for the training of all managers and supervisors.

b. That all Managers and Supervisors should be responsible for the training of their subordinates.

c. That firms should ensure that all their employees know who is responsible for their training.

404. Its Purpose. We accept that training must be purposeful and permanent, once a start is made, and that its purpose is to provide more competent people and not to win Grant. We will do all we can to see that the management and employees of companies know this, too.

Our Method of Working

405. Our approach is to encourage firms, through the Trade Associations and through public relations, to show willing to train by coming forward and asking for help. We shall then respond by helping those firms to help themselves, for we believe that the management itself must carry out the gruelling process of identifying its own training needs and putting them in its own order of priority for action. This will have the added advantage of drawing management's attention to the valuable non-training by-products thrown up by this process. We shall, of course, continue to offer encouragement and advice to these firms after they have made a start on the road to industrial training, keeping the ITB informed throughout as necessary.

406. Training Expertise. Since training is specific to the needs of each company and the individuals in that company, training programmes for these individuals cannot be derived from the general identification of training needs given for our sector of the industry in Appendix II without expert training guidance. This expert guidance will have to be obtained by firms from qualified Training Managers/Officers in some form, full-time or part-time.

407. Group Training Schemes. Since most of our companies are small and could not justify full-time Training Managers/Officers, we are encouraging Group Training Schemes to provide the training expertise for firms. We do not consider that Group Training Officers require more than an appreciation of the activities of the firm in which they work. We are, therefore, prepared to support the grouping of firms with differing activities where this is geographically convenient. This would be particularly acceptable to firms who fear that joining

a Group Training Scheme means sharing their "trade secrets" with their competitors.

408. Help from large firms. We will encourage large firms to allow employees from smaller firms to take part in their training upon repayment provided it is relevant in timing and content to the training programmes of those employees.

Our Intention

409. Public Relations. We intend to start tackling our first objective (increasing and improving our training) by running a series of conferences around Great Britain on the lines suggested for the ITB in paragraph 304. The speakers would be our Chairman and our Training Development Executive (seconded from ICAM), supported by local key figures from the Trade Associations, and possibly suitable members of existing ITBs. We hope in this way to inform our employers and top management about the ITB and to persuade some to seek help to start or extend training.

410. Our Response. To those that seek help we will respond, under the direction of our Training Sub-Committee, using the services of suitable bodies, such as consultants, ICAM, etc.:

a. Helping firms to identify their training needs.

b. Helping firms to recruit, train and employ economically suitable training experts (group, full-time or part-time) for job analysis, derivation of training programmes, keeping training records, organising training instruction, management development, etc.

c. Collecting and disseminating information on successful experience gained, progress generally, etc.

411. Our Hopes. We hope that through the success of pilot training schemes with the pacesetters and a wide broadcasting of these successes, we will be rewarded by a snowballing of requests for help.

CHAPTER 5

SUMMARY OF RECOMMENDATIONS

The ITB and our firms

501. Public Relations (Paragraph 304). We recommend that the ITB gives the highest priority to public relations in the early stages, in the form of:

a. A Notice announcing its formation
b. A series of conferences
c. Literature handed out at these conferences and not sent to firms beforehand
d. Press coverage.

502. Concentration of Resources. (Paragraph 305). We recommend that the ITB concentrates its resources, certainly initially, upon those firms which ask for help rather than spreading them thinly over the whole industry.

503. Satisfying the Customer (Paragraph 306). We recommend that the ITB provides a two or three tier advisory service so that their customers' requests can always be met satisfactorily.

504. Levy/Grant Scheme (Paragraph 307). We recommend the simplest possible Levy/Grant scheme, so as to encourage full participation by the management of small firms.

505. The Levy (Paragraph 308). Our recommendations on Levy are as follows:

a. Initial Levy. We recommend that this should not exceed the minimum sufficient to cover Grant payments for the ITB's first necessarily-limited training recommendations plus its early administrative expenses.

b. Exclusion from the ITB. We recommend the exclusion from the ITB of proprietor-run businesses whose only help is part-time at peak periods.

c. Levy Exemption. We recommend levy exemption for firms with total annual emoluments of £4,000 or less, while their case is being examined and until a satisfactory working solution has been found. However, firms in this category which have pressing training needs should be allowed to elect for voluntary inclusion in the Levy/Grant scheme.

d. Differential Levy. Since there is some resemblance between the Food and Ceramics industries Differential Levy may be appropriate in our case. We recommend that this be examined further.

506. Information from other ITB's. (Paragraph 309). We recommend that our ITB should make arrangements to collect and have available information about both "related activities" and individual jobs upon which other ITB's are expert.

The ITB and our Committee

507. (Paragraph 310). We consider it essential for our Committee and ITB to achieve a working relationship under which each can help the other to develop successful training in our sector.

508. ITB Committee Structure (Paragraph 313). We would like to see and be represented on committees covering the following:-

a. Horizontally:

  (1) The Trades allied to Agriculture
  (2) The Wholesale Trade
  (3) The Retail Trade
  (4) Small Businesses
  (5) Very small Businesses
  (6) Research

and b. Vertically:

(1) Management Training
(2) Supervisory Training
(3) Sales Training
(4) Clerical and Accounting Training
(5) Operative Training.

509. Statutory Returns (Paragraph 316). We recommend that our ITB should not send out Statutory Return forms as the first communication to employers, but that this should be preceeded by a short note informing them of the existance of the ITB. We also recommend that the Statutory Return forms be made simple and easy to fill in.

Information the ITB will require

510. (Paragraph 321). We recommend that the following training be given high priority in our sector:

a. Management Training,

and b. Other Training, not necessarily in this order:

(1) Safety Training
(2) Training of Trainers
(3) Sales Training
(4) Training of Technical Specialists and Advisers
(5) Supervisory Training
(6) Training of Plant and Vehicle Maintenance Craftsmen
(7) Operative Training.

APPENDIX I

TRADE ASSOCIATIONS REPRESENTED ON INDUSTRIAL TRAINING COMMITTEE

AGRICULTURE

Merchants

British Hay and Straw Merchants' Association (BHSMA)
70, Wigmore Street,
London W. 1.

Tel: 01-935 8534/5 Sec: - F. W. Burton

This Association, with 136 members including those in its two affiliated Associations, the Yorkshire Hay Dealers Association and the Kent Traders Association, represents substantially all hay and straw merchants in Great Britain. Its principle object is to unite hay and straw merchants for the promotion and defence of their common interests.

Country Wool Merchants' Association (CWMA)
Provincial House,
98 Cannon Street,
London, E.C.4.

Tel: 01-626 9313 Sec: - R. G. Swan

This Association represents the Country Wool Merchants, many of which also deal in other commodities.

National Association of Corn and Agricultural Merchants (NACAM)
Cereal House.

Appendix I

ADDENDUM

National Federation of Corn Trade
Associations (NFCTA)
24, St. Mary Axe,
LONDON, E.C.3.

Tel: 01-283 1435 Sec: - C. W. Stevens MBE

The National Federation co-ordinates the interests of the corn trade associations, namely the London, Hull, Liverpool, Bristol Channel and West of England, Scottish and Irish Corn Trade Associations. Its membership also includes the National Association of Corn and Agricultural Merchants, Incorporated National Association of British and Irish Millers and the Maltsters Association of Great Britain.

In this Association there are about 320 members, who are concerned with the wholesale and retail sale of seeds to farmers, market growers and others.

APPENDIX I (Continued)

Manufacturers

Association of Fish Meal Manufacturers (AFMM)
70 Wigmore Street,
London W. 1.

Tel: 01-935 8534/5 Sec: - F. W. Burton

The Association of Fish Meal Manufacturers, with 13 member firms, represents the entire fish meal industry in the United Kingdom. The major producing companies are situated at Hull, Grimsby and Aberdeen, with smaller companies at other fishing ports. Their members produce primarily fish meal and some oils ancillary to their fish meal production.

British Oatmeal Millers Association (BOMA)
44 Melville Street,
Edinburgh 3.

Tel: Caledonian 1721 Sec. - J. Turnbull

The British Oatmeal Millers Association has twenty five members, who supply oat products for human consumption and some by-products.

Compound Animal Feeding Stuffs Manufacturers' National Association (CAFMNA)
Cereal House,
58 Mark Lane,
London E. C. 3.

Tel. 01-480 7007 Sec: - C.G. Metson, OBE
PR & Admin. Off: - D. Bird

CAFMNA is the representative body of all firms manufacturing compound animal feeds in Great Britain and Northern Ireland. Compound feeds comprise a number of different ingredients (including trace elements, vitamins and other additives) mixed and blended in appropriate proportions to provide, sometimes with the addition of home grown materials, properly balanced diets for all types of stock. There are just under 1,000 compound mills throughout the country; about 200 of these are concentrated around the deep water ports and the remainder are in the country.

Country Four Millers Group (CMG)
Heygate & Sons Limited,
Bugbrooke Mills,
Northampton.

Tel. Kislingbury 381 Sec: - Miss M. H. Nix

In this Association there are 27 member firms employing from 20-100 people. The commodities produced are flour and in several cases compound animal feeds as well.

National Association of Provender Millers (NAPM)
Cereal House,
58 Mark Lane,
London E. C. 3.

Tel. 01-480 7007 Sec. - J. Cross

The Association has forty five members and represents the interests of those firms manufacturing provender from cereal (flaked maize, barley meal etc.) for feeding straight to farm livestock.

APPENDIX I (Continued)

Manufacturers (Continued)

National Council of Concentrate Manufacturers (NCCM)
Cereal House,
58 Mark Lane,
London E. C. 3.

Tel: 01-480 7007 Sec: - J. Cross

This Council has 12 member firms, the majority of which employ over 100 persons. These are manufacturers of protein, minerals and vitamin concentrates.

National Egg Packers' Association Limited (NEPA)
Dominion House,
37/45 Tooley Street,
London S. E. 1.

Tel: HOP 0738 Sec: - N. V. Degville

There are 206 members of this Association operating 300 Packing Stations. The collection, testing, grading and packing of LION Brand eggs on behalf of the British Egg Marketing Board is the only activity undertaken by its Members.

National Seed Crushers' Association (NSCA)
St. Bridget's House,
Bridewell Place,
London E. C. 4.

Tel: FLEet St. 3358 Sec: - J. Feilden

This Association provides a forum for the discussion of problems affecting the seed crushing industry and also provides a central body for collecting and passing information, opinions etc. to and from Goverment departments and other bodies.

Scottish Compound Cake and Meal Manufacturers' Association (SCCMMA)
19, Blythswood Square,
Glasgow C.2.

Tel: Central 8921 Sec: - W. Hodgson

The Scottish Association has forty eight members, some specialist manufacturers in compound feeding stuffs only, some doing both compound and flour milling and the remainder carrying on general merchanting business including compounding.

Co-operatives Trading Societies

Agricultural Co-operative Association Limited (ACA)
Agriculture House,
Knightsbridge,
London S. W. 1.

Tel: 01-235 6221 Chief Executive Officer
- J. A. E. Morley, MBE

The Association represents the interests of the agricultural and horticultural co-operative societies in England and has the general function of promoting and developing co-operation. (There are also co-operative organisation societies performing similar functions in Scotland, Wales and Ulster).

APPENDIX I (Continued)

Co-operatives Trading Societies (Continued)

Agricultural Co-operatives Managers' Association (ACMA)
10, Doughty Street,
London W. C. 1.

Tel. HOLborn 9304 Sec: - Miss M. Digby, OBE

The Association aims to bring together the Managers and Specialist staffs of agricultural and horticultural co-operative societies to exchange ideas and information.

FRUIT, VEGETABLE, FLOWERS AND HORTICULTURE

Wholesale and Retail

British Flower Industry Association (BFIA)
35, Wellington Street,
London W. C. 2.

Tel: 01-240 0742 Sec: - Miss I. W. Howard

This Association represents flower growers, wholesalers and retailers including members of British Teleflower service, Interflora and the Society of Floristry. Its membership is about 1,000 covering two thirds of the total annual turnover of the British Flower Industry. Its activities include the marketing of flowers, questions concerning the labour force of the industry, the art of floristry and public relations.

Horticultural Trades Association (HTA)
Roman Wall House,
3rd Floor,
1, Crutched Friars,
London E. C. 3.

Tel: 01-480 7838
01-481 1451
01-709 9767 Gen.Sec: - A. R. Bailey

This Association has about 1,000 members. Including R.S.T.A., the H.T.A.'s range of commodities are ornamental nursery stock seeds and garden sundries. Nursery stock is sold either wholesale or retail. Services provided by members include advice on gardening matters and on landscaping.

National Association of Seed Potato Merchants (NASPM)
11a, High Street,
Chippenham,
Wilts.

Tel: Chippenham 4659 Sec: - F. T. Trahair

The Association has over four hundred members in the United Kingdom, who handle the major portion of the seed potato crop.

The aims of the Association are, to provide and diseminate information to its members, to protect their interests, to provide liaison between its members and Government departments and statutory bodies, and to provide training facilities for its members.

APPENDIX I (Continued)

Wholesale and Retail (Continued)

National Federation of Fruit and Potato Trades (NFFPT)
Russell Chambers,
Covent Garden,
London W. C. 2.

Tel: TEMple Bar 0038 Sec: - E. J. Leaver

The National Federation has 58 Member Associations and 2080 individual members in the import and wholesale fresh fruit, potato, vegetable and flower trade, which it represents in all its aspects.

Scottish Potato Trade Executive (SPTE)
8, Kinnoull Street,
Perth.

Tel: Perth 23341 Joint Sec:- R. D. Hunter
T. Duncanson

The Executive represents both seed and ware potato merchants throughout Scotland, covering all aspects of the trade from the husbandry of potatoes to their marketing and distribution. The Executive comprises representatives from the three merchants associations in Scotland, namely, the Glasgow & West of Scotland Potato Trade Association, the Edinburgh and East of Scotland Potato Trade Association and the Perth, Fife, Forfar and North of Scotland Potato Trade Association.

Scottish Seed and Nursery Trade Association (SSNTA)
12, Bruntsfield Crescent,
Edinburgh 10.

Tel: MOR 1035 Sec: - J. R. L. Cruickshank, W.S.

This Association was founded to protect the interests of those in Scotland engaged in the seed trade, whether horticulture or retail, and in the nursery trade. It has 91 members.

Wholesale

Joint Council of British Potato and Vegetable Merchants Associations (JCBPVMA)
24, Pinchbeck Road,
Spalding,
Lincs.

Tel: Spalding 2211 Sec: - N. Crosby

The Joint Council has 175 Direct Members and 28 Branch Members. In addition, there are six local Merchants' Associations affilitated to it. This membership is based on the members' business in ware potatoes, although many also deal in seed potatoes, vegetables, fertilizers and other products associated with the potato and vegetable industry. As the recognised national organisation of country potato merchants, the Joint Council deals directly with the Potato Marketing Board and has two members on the Joint Consultative Committee of that Board.

APPENDIX I (Continued)

Retail

Retail Fruit Trade Federation Limited (RFTF)
8-15, Russell Chambers,
Covent Garden,
London W. C. 2.

Tel: TEMple Bar 4137/8 Sec: - T. D. Matkin, MBE

The Federation represents approximately 40,000 retail fruit, flower and vegetable businesses in the United Kingdom. It conducts negotiations with Governments at home and overseas on all matters including retail distribution, marketing, and the Retail Food Traders' Wages Council. It also provides an advisory service and publishes a trade journal.

Retail Seed Trade Association (RSTA)
Roman Wall House,
3rd Floor,
1, Crutched Friars,
London E. C. 3.

Tel: 01-480 1451 Sec: - A. R. Bailey

RSTA represents Seedsmen (including national houses) in the seed packed trade, pictorial and otherwise, both mail order and counter. Many members of the Association also sell garden sundries and pet foods.

TRADE ASSOCIATIONS ASSOCIATED BUT NOT REPRESENTED

National Association of British & Irish Millers (NABIM)
21, Arlington Street,
London S. W. 1.

Industrial Relations Dept.
Sec: - B. F. Burraway

Tel: HYDe Park 2521/4

Sec. of the Assn.:
- L. Carrington, MBE.

Agricultural Machinery and Tractor Dealers' Association (AMTDA)
Penn Place,
Rickmansworth,
Herts.

Tel: Rickmansworth 77241

Training and Education Officer: - M. Searle

Education and Training

Institute of Corn and Agricultural Merchants (ICAM)
Cereal House,
58 Mark Lane,
London E. C. 3.

Tel: ROYal 6838 Dir.: - D. C. Lunn-Rockliffe
Sec.: - C. G. Metson, OBE

The Institute is financially independent and self-supporting. It is a National non-profit making organisation wholly concerned with education and training on technical and management subjects for companies and individuals engaged in the manufacture, processing and/or distribution of feeds, grain, seeds, fertilizers, agricultural chemicals, horticultural sundries and retail shop businesses. It provides a comprehensive training scheme for most categories of personnel involving day release, short residential, block release and correspondence courses. It produces various instructional and reference booklets. It has 32 local Provincial Area Committees each organising evening meetings for lectures and discussions. Membership is offered to firms and individuals.

APPENDIX II

OUR EMPLOYEES - JOB DESCRIPTIONS AND TRAINING NEEDS

1. This Appendix gives the job descriptions and broad training needs of all the employees in the Trades allied to Agriculture. Wherever possible, similar jobs in firms with different activities have been combined to produce a common job description.

2. Since training is specific to the needs of each company and the individuals in that company, only a general identification of training needs within our whole sector of the food industry has been possible. This Appendix is therefore broad and is not intended to be a detailed analysis, from which training programmes could be derived for individual companies and their employees.

Products, Goods and Commodities

3. Common job descriptions have been possible for a surprisingly large proportion of the jobs of our employees. The result is that the only factors which distinguish the various jobs covered by common job descriptions are the products, goods and materials handled and the machinery and equipment used.

Employment Levels

4. Due to the various sizes of firms, jobs with the same title may be done by employees at different levels in different firms. For example, in one firm, a particular job may rate a manager, whereas in another and smaller firm it may only rate a Supervisor.

Knowledge/Skills

5. "Detailed knowledge" is used where the depth of knowledge required is sufficient to make the holder an expert in that subject. "An appreciation of", on the other hand, is used to imply awareness of the existence of the subject sufficient for the holder to apply that knowledge either with expert help or with further study in depth. Similarly, "fully competent to" is used to convey that that particular skill is essential for the satisfactory performance of the job, whereas "some ability to" implies that less of that skill is required.

Induction Training

6. Induction Training has not been included under "analysis of training needs" but it is assumed that this is always given to employees when they join a firm. Where appropriate, first aid, fire precautions and drill are included.

Omissions

7. The following have been omitted:

a. Activities widely carried out by firms:

(1) Broiler Processing
(2) Egg Packing and Grading

b. Employees carried in very limited numbers:

(1) Slaughterers
(2) Butchers
(3) Livestock graders
(4) Architectural Assistants
(5) Water Engineers

c. All trainees.

APPENDIX II (Continued)

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FOR THE TRADES ALLIED TO AGRICULTURE

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APPENDIX II (Continued)

Some goods, products and materials handled

Grain, in various forms
Compound feed } Proteins, minerals, antibiotics, trace elements, vitamens
Concentrates }
Fish meal, bone meal
Provender
Hay and straw
Seeds herbage
Seeds, cereal, home grown and foreign
Seeds, vegetables
Seeds, flower
Bulbs, flower
Shallots Onion sets
Seed Potatoes

Plants - Bedding Plants, Nursery Stock, House Plants

Fertilisers
Insecticides
Herbicides
Fungicides
Other sundries
Tools - hand
Tools - power

Garden Furniture, Equipment
Books

Bee appliances

Compost
Pet foods
Cages, etc.
Clothes, Leather goods
Pets
Fruit
Potatoes
Vegetables
Flowers Cut, Pot and otherwise (Making up wreathes and bouquets)
Canned foods and groceries
Frozen food
Fish

APPENDIX II - 1.101

TRADE GROUP - GENERAL

EMPLOYMENT LEVEL - POLICY MAKER, MANAGEMENT

JOB TITLE - MANAGING DIRECTOR/GENERAL MANAGER

GENERAL FUNCTION - Running the Company

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Directing the determination of Company policy covering:- a. Company's objectives - short and long term. b. General policy to achieve them. c. Trading and Marketing policy. d. Financial Policy. e. Personnel and training/development policy. f. Public and customer relations policy. g. Research policy. h. Buying policy. .2. Implementing and co-ordinating the Company Policy laid down by the Board, through heads of departments. 3. Leading the Company.	**KNOWLEDGE** - detailed knowledge of: Organization and structure of a Company Resources - capital, plant and equipment, raw materials, manpower - use, interplay, etc. Finance - stocks and shares, external forces, etc. Management and Business techniques and practise. **Co-ops** Principles of co-operation **Appreciation of:** Company, industry and markets Company's Goods/products and services Competitor's goods/products and services Salary/Wage Structure Labour, customer and public relations Company and other Laws affecting the Company Accountancy Management services - computer application, O & M, work study, OR, Network analysis, statistics, etc. Recruitment, selection and training **SKILL - Fully competent to:** Determine and set objectives Plan Organize Communicate - write and speak Manage people - motivate, control, delegate, measure results **Some ability to:** Speak any language required by business

APPENDIX II - 1.102

TRADE GROUP - GENERAL		JOB TITLE - NON EXECUTIVE DIRECTOR		EMPLOYMENT LEVEL - POLICY MAKER

GENERAL FUNCTION - Running the Company in conjunction with the other Directors.

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: This covers the Co-operative Non-Executive Director specifically but is equally applicable to non-executive directors of other types of business. In conjunction with the other Directors: 1. Selecting and appointing Senior Management (Managing Director, General Manager, Secretary, etc.) and deciding their salaries and conditions of work. 2. Deciding general policies on prices and credit and on dividend and reserve allocations. 3. Scrutinizing and approving proposals for all capital expenditure above a pre-determined figure, taking into consideration the capital budget showing how the proposed plan is to be financed. 4. Monitoring the general development policy. 5. Scrutinizing carefully the specially prepared regular trade and statistical reports and approving corrective action where necessary.	KNOWLEDGE - Detailed knowledge of: Principles of Co-operatives or other businesses Organization and structure of a company Resources - capital, plant and equipment, raw materials, manpower, use, interplay, etc. Appreciation of: Company, industry and markets Accounting - Balance Sheet Company's goods/products and services Modern financial and budgetary control methods Public Relations Recruitment, selection and training SKILL - Fully competent to: Communicate - write and speak Determine and set objectives Some ability to: Plan Organize Manage people

APPENDIX II - 1.105

TRADE GROUP - GENERAL JOB TITLE - PRODUCTION/WAREHOUSE DIRECTOR/MANAGER EMPLOYMENT LEVEL-POLICY MAKER, MANAGEMENT

GENERAL FUNCTION - Running the intake, storing, processing, production, packing, despatch of goods/products

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: The Production/Warehouse Director/Manager may also be called the Mill/Horticultural/Silo/Seed/Granary Manager. See also Product Manager. 1. Running the intake, storing, processing, production, packing and despatch of goods/Products. 2. Liaising with the Sales Product and Transport Managers as required (Price, despatch, supply). 3. Contributing to/evolving, proposing to the Board, developing and implementing the company's production and marketing policy. 4. Recruiting, engaging, controlling, training, motivating, developing, promoting and discharging Mill/Warehouse staff. 5. Maintaining the premises, machinery, equipment and furnishings in his charge - cleaning, servicing, repairing, through the Production/Warehouse and Works/Plant Maintenance Foremen (Supervisors). 6. Assessing new developments and proposing to Board, all purchases of new buildings, plant and equipment. 7. Conducting negotiations with employees' representatives. 8. Planning and Programming flow of materials, goods/products, packaging and production/processing to meet sales requirements economically. Ordering/indenting/purchasing and controlling stocks to meet this flow pattern. 9. Dealing with claims and complaints over quality and quantity of goods/products. 10. Ensuring safety and security of premises, contents and workpeople. 11. Running weighbridge operation.	KNOWLEDGE - Detailed knowledge of: Company's goods/products, including raw materials, ingredients and markets - storage conditions, treatment, testing, conditioning, handling, stacking, refridgeration, dehumidification, loading, etc. Factory Acts and Government Regulations applicable to premises and employment. Company's Regulations, procedures and documentation related to job. Production and Warehouse processes - stock control. Labour relations, negotiations and procedures. Machinery and Plant. Quality control procedures - sampling and testing to Government and Company standards. Appreciation of: Industry and markets Commercial Policy Company Policy Insurance Planned Maintenance Costing - capital, running, (handling, storage and production) and maintenance of plant. Labour and customer relations. Specialist packing, prepacking, bagging, packaging and labelling. Safety and storage of Sprays and Fertilizers. Salary/Wage Structure. Management services - Work Study, computer application, O & M, network analysis etc. Loading/unloading vehicles Safety, fire precautions and first aid. Recruitment, selection, interviewing, appraisal, training. SKILL - Fully competent to: (Determine and set objectives As a Director (Plan & Organize Communicate - write and speak Manage people - motivate, control, delegate, measure results Some ability to: Operate specialist plant and handling equipment. Speak any languages required by business.

APPENDIX II - 1.106

TRADE GROUP - GENERAL **JOB TITLE** - FINANCIAL DIRECTOR - COMPANY SECRETARY/CHIEF ACCOUNTANT EMPLOYMENT LEVEL POLICY MAKER, MANAGEMENT

GENERAL FUNCTION . - Controlling Company's routine accounting functions and acting as Secretary to Board.

JOB DESCRIPTION

1. Contributing to the determination of Company policy.

Chief Accountant

1. Evolving, proposing to Board, implementing and advising on Company forward policy including buying.
2. Presenting proposals for capital expenditure (i.e. new plant, vehicles, etc.) and investment to the Board.
3. Controlling management financial information systems.

and through the Financial/Company Accountant:

4. Preparing and presenting company accounts breakdown and analysis.
5. Controlling company's routine accounting functions.
6. Exercising, presenting, budgetary, interpreting credit and cash flow control.
7. Handling company taxation.
8. Controlling accounts office (through Office Manager).
9. In association with Office Manager, recruiting, engaging, controlling, training, developing, promoting, and discharging staff.

Company Secretary:

1. Acting as secretary to the Board - organising meetings, preparing Agenda, Reports, Briefs, Statistics and Minutes; assisting Chairman as necessary.
2. Doing Company secretarial work, including insurance, Company Law and Acts, Legal proceedings, property transactions, contracts, agreements, subscriptions, etc.
3. Advising on and implementing Board policy.
4. Interpretation and implementation of legislation applicable to specialist trades such as Plant Breeders Rights, Fertilizer and Cereal subsidies, etc.
5. Controlling Administrative (Clerical) office through Office manager.

ANALYSIS OF TRAINING NEEDS

KNOWLEDGE - **Detailed knowledge of:**

Company Law
Committee Meeting Practice and procedures
Accountancy
Modern financial and budgetary control methods
Office Managers job
All Regulations concerning Tax, specialist trade debtors, contracts, property, agreements affecting the Company
Salary/Wages Structure
Correspondence - procedures, etc.

Co-ops

Co-operative Law

Appreciation of:

Company, industry and markets
Company's goods/products and services
Labour and public relations
Recruitment, selection and training
Management services - computer applications, O & M, work study, network analysis, statistics, etc.

SKILL - Fully competent to:

Determine and set objectives } As a Director
Plan }
Organize
and qualified in accounting and finance
Negotiate
Communicate - write and speak
Manage people - motivate, control, delegate, measure results

Some ability to:

Speak any languages required by business.

APPENDIX II - 1.107

TRADE GROUP - GENERAL

JOB TITLE - DISTRIBUTION/TRANSPORT DIRECTOR/MANAGER

EMPLOYMENT LEVEL - POLICY MAKER - MANAGEMENT

GENERAL FUNCTION - Running distribution and collection of materials and goods by air, sea, road and rail.

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Running transport of materials and goods efficiently and profitably through Traffic Supervisor and through air, rail and shipping companies. 2. Running maintenance of company's vehicles through Vehicle Maintenance Supervisor. 3. Selecting and purchasing new vehicles (advising Board as necessary). 4. Liaising as necessary with Departmental Management to meet their requirements efficiently and profitably. 5. Ensuring that company's road vehicles and drivers reflect a good company image. 6. Ensuring that company's road vehicles and drivers conform to Government Regulations. 7. Correlating and assessing road transport drivers' running and maintenance records. 8. Recruiting, engaging, training, developing, motivating, promoting and discharging Transport Office and Maintenance staff and drivers.	KNOWLEDGE - Detailed knowledge of: Economics of various types of transport - purchasing, running, hiring, maintaining Materials and goods handled Company's sales territory Road Traffic Regulations Company's rules and regulations Insurance and Licensing Appreciation of: Company, industry and markets Labour and Customer relations Salary/Wage Structure Vehicles being run Safety fire precautions and first aid Principles of planned maintenance Recruitment, selection and training Management services - computer applications, O & M, work study, network analysis, statistics, etc. SKILL - Fully competent to: Determine and set objectives } As a Director Plan } Organize } Communicate - write and speak Manage people - motivate, control, delegate, measure results Some ability to: Speak any language required by business NOTE: If actually running transport, he will require a Transport Manager's Licence.

APPENDIX II - 1.108

TRADE GROUP - GENERAL **JOB TITLE** - MARKETING/SALES DIRECTOR/MANAGER	**EMPLOYMENT LEVEL** - POLICY MAKER MANAGEMENT
GENERAL FUNCTION - Marketing/selling company's goods/products and services through Sales Department	
JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Marketing/Selling company's goods/products and services at home and abroad through Sales Department. 2. Running sales department through Area Sales Manager(s) and Technical Adviser(s). 3. Recruiting, engaging, discharging, motivating, training, developing, promoting and evaluating sales staff. 4. Evolving, proposing to the Board, developing and carrying out the company's home and foreign marketing and sales objectives and policy. 5. Developing sales through promotions, advertising, including shows, open days and catalogues and through projecting the company's image effectively. 6. Programming and forecasting sales activities and allocating territory to salesmen. 7. Keeping sales staff fully informed and up to date on the Company's goods/products and services and on latest technical developments. 8. Liaising with Management to ensure close co-ordination in deliveries, accounts, credit control, buying, etc. 9. Evolving incentives for sales staff. 10. Feeding back to Management information from salesmen such as trends, sales data, complaints, suggestions recommendations, etc. 11. Contributing to the development and production of new goods/products and services. 12. Carrying out market research.	KNOWLEDGE - Detailed knowledge of: Company's markets Company's goods, products and services Competitors goods/products and services Sales techniques - advertising, promotions, planning and in the field Laws and Regulations concerned with sales, tendering, contracts, etc. Horticulture/Agriculture, level as required - background Market Research Company's organisation and procedures Co-ops - Principles of Co-operation Appreciation of: Customer and public relations Management accounting and credit control as related to Sales Department Recruitment, selection and training Road Traffic Regulations Packaging Latest development in field of company's goods/products and services Salary/Wage Structure Management services - computer application, network analysis, work study, statistics, etc. SKILL - Fully competent to: Determine and set objectives } As a Director Plan } Organize } Communicate - write and speak Manage people - motivate, control, delegate, measure results Some ability to: Speak any language required by business.

APPENDIX II - 1.110

TRADE GROUP - GENERAL MERCHANTING AND CO-OPERATIVES

JOB TITLE - PRODUCT MANAGER

EMPLOYMENT LEVEL - MANAGEMENT

GENERAL FUNCTION - Running all trading in his goods/product or service

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: In some firms, the Product Manager may combine the duties of Buying Manager, Production Manager, Warehouse Manager, Sales Manager and Technical Adviser for his particular good/product or service. (Grain, Seed, Fertilizer, Animal Feed, Farm Machinery or Plant, Crop Protection, etc.) 1. Buying and selling his good/product or service at home or abroad. Projecting company's image. 2. Controlling and evaluating Sales Force activities within his field through Sales Manager. 3. Liaising with Transport and Production Managers over negotiation collection, producting, processing, storing, testing, pricing and delivering his goods/product or service. 4. Liaising with the Accounts and Clerical Departments on customers' and suppliers accounts, credit control, subsidy payment procedures, legislation, etc. 5. Contributing to the company's buying and marketing policy within their specialist field. 6. In case of machinery and plant, directing "after sales" repair and maintenance - staffs, stock, spares, etc., through Works/Plant/Machinery/Maintenance Supervisor. 7. Carrying out Market Research in his specialist field through Sales Manager.	KNOWLEDGE - Detailed knowledge of: Specialist good/product or service Agriculture/horticulture - Degree or Diploma - background Supply and Sales/Market and competitive prices for good/product or service Legislation and Regulations Export and Custom procedure and documentation Procedure and documentation for subsidies Methods of transport - bulk handling, port facilities, shipping, etc. Appreciation of: Packaging Customer, supplier and public relations Company's financial, budgetary, buying and marketing policy and procedures Market Research Machinery/plant maintenance and repair Salary/Wages Structure Management services - computer applications, O & M work study, statistics, etc. SKILL - Fully competent to: Communicate - write and speak Manage people - motivate, control, measure results Operate machinery and/or equipment associated with good/product or service. Some ability to: Determine and set objectives Plan Organize Speak any language required by business.

APPENDIX II - 1.111

TRADE GROUP - GENERAL	JOB TITLE - BUYING/COMMERCIAL MANAGER OR BUYER EMPLOYMENT LEVEL - MANAGEMENT
GENERAL FUNCTION - Buying raw materials and ingredients for production, goods for re-sale and equipment to provide service.	
JOB DESCRIPTION	**ANALYSIS OF TRAINING NEEDS**
1. Liaising with the Financial Production and Marketing/Sales Managers in order to contribute to the company's buying and marketing policy by determining the goods/products and services required by customers and to fix their selling prices through his knowledge of the present availability and prices of supplies and their trends. 2. Implementing the company's buying policy in buying, establishing terms of supply in prices and quality for, regulating flow of and storing raw materials, ingredients, goods and equipment. 3. Organizing and supervising the activities of the Buying Section to carry out the documentary procedures concerned with buying (in conjunction with Office Manager). 4. Liaising with the Transport/Traffic Manager/Supervisor over collections. Retail - Supervising fieldsmen	KNOWLEDGE - Detailed knowledge of: Raw materials, ingredients, goods and equipment being bought - sampling and testing Commercial practises relevant to raw materials etc. Sources of supply for buying raw materials, etc. State of markets - present and trends Company's buying marketing and financial policies. Stock and Bought Ledger Clerks' duties Company procedures and documentation Commercial law and regulations applicable to his job - Contracts, H.M. Customs, quality standards, goods, import quotas, etc. Stock control systems Custom and Excise procedures Retail - Fieldsmens' duties Appreciation of: Company's goods/products and services Salary/Wages Structure Accountancy Customer and supplier relations Company law Correspondence Company organization Distribution methods, procedures and documentation Management services - computer applications, work study, network analysis, statistics, etc. SKILL - Fully competent to: Communicate - Write and speak Manage people - motivate, control, measure results. Some ability to: Determine and set objectives Plan Organize Speak any languages required by business

APPENDIX II - 1.113

TRADE GROUP - GENERAL　　JOB TITLE - FINANCIAL/COMPANY ACCOUNTANT　　EMPLOYMENT LEVEL - MANAGEMENT

GENERAL FUNCTION - Doing the company's day to day accounting and preparing company's accounts

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Preparing trading financial budget and statements, cash flow and bank status and other financial reports. 2. Administering and keeping records of accounting, covering company investment and property, cash receipts and payments, dividends to shareholders, customers' accounts, credit control, tax, banking, wages and salaries. 3. Issuing cheques, bills and trading agreements. 4. Controlling the Book keeper, cashier, Accounting Machine Room Supervisor and other associated accounting staff, through the Assistant Company Accountant.	KNOWLEDGE - Detailed knowledge of: Accountancy Regulations applicable to his job Financial and budgetary control methods Company's structure, organization and procedures Tax procedures Correspondence - procedures, etc. Salary/Wage Structure Appreciation of: Company's goods/products and service Labour and public relations Management services - computer applications, work study, network analysis, etc. SKILL - Fully competent to: Work accurately and qualified to do job Communicate - write and speak

APPENDIX II - 1.114

TRADE GROUP - GENERAL	JOB TITLE - MANAGEMENT/COST ACCOUNTANT	EMPLOYMENT LEVEL - MANAGEMENT

GENERAL FUNCTION - Running Company's management financial information and control system.

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Presenting and interpreting to Management, through the Financial Director, Company Secretary/Chief Accountant, financial information and statistics prepared from an analysis and evaluation of figures extracted from the company's routine accounting covering specific activities such as, transport, mill, warehouse, office, sales promotion, incentive schemes, etc. 2. Advising on, implementing, evaluating, modifying, as necessary, financial control techniques. 3. Costing in depth, appraising and advising management of the financial implications of future projects, new marketing ventures, capital expenditure and future budgeting.	KNOWLEDGE - Detailed knowledge of: Management Accountancy Regulations applicable to his job Company's structure, organization and procedures Correspondence procedures Appreciation of: Company's activities SKILL - Fully competent to: and qualified to do job (ACA or ACWA) Work accurately Use a telephone Compose letters

TRADE GROUP - GENERAL

JOB TITLE - OFFICE MANAGER

EMPLOYMENT LEVEL - MANAGEMENT

GENERAL FUNCTION - Running the company's clerical (and accounts) office(s)

JOB DESCRIPTION

1. Supervising the work of the office staff.
2. Purchasing, accounting for, controlling and issuing stationery and office equipment.
3. Organizing the layout of offices and allocating jobs to staff.
4. Ensuring security and safety of premises, cash and equipment in his charge.
5. Evolving and carrying out the company administrative policy (paper flow, etc.)
6. Maintaining the premises, furnishings and equipment in his charge - cleanliness, servicing, repairs, etc.
7. Training (and developing) office staff through supervisors.
8. Liaising with and reporting to Company Secretary, Chief Accountant and other Managers as necessary.
9. Recruiting, engaging, training, developing, promoting, discharging office staff.
10. Carrying out such functions as required by Company Secretary/Chief Accountant, such as, checking clerks' pricing-filing, etc.

ANALYSIS OF TRAINING NEEDS

KNOWLEDGE - Detailed knowledge of:

- Bookkeeping
- Shop and Factory Acts
- Regulations related to his job
- Office staff's jobs
- Company's policy over office accounting and clerical work
- Correspondence layout and procedures
- Office equipment in use
- Records required

Appreciation of:

- Company's industry and market
- Company's goods/products and services
- Labour relations
- Organisation and method techniques
- Accountancy
- Office machines in use
- Salary/Wages Structure
- Maintenance of buildings, furnishings and machines
- Recruitment, selection and training
- Management services - computer applications, method and work study, network analysis, O & M.

SKILL - Fully competent to:

- Communicate - write and speak
- Manage people - motivate, control, measure results
- Do money calculations required

Some ability to:

- Operate office machinery
- Plan
- Organize

APPENDIX II - 1.118

TRADE GROUP - GENERAL

JOB TITLE - DISTRICT/AREA/RETAIL BRANCH (SALES) MANAGER, FIELD SALES SUPERVISOR

EMPLOYMENT LEVEL - MANAGEMENT SUPERVISOR

GENERAL FUNCTION - Supervising sale of the company's goods/products and services by the Salesmen/Representatives/Shops within an allotted area.

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Supervising the sale of the company's goods/products services and company image and the purchase of certain produce through the Salesmen/Representatives/Shops within his allotted area. 2. Ensuring the feed back of information from Salesmen/ Representatives/Shops to the Sales Manager. 3. Controlling, motivating, training and developing the sales staff under his superivision. 4. Ensuring that the area/branch office/shop premises, furnishings and equipment are maintained - cleaned, repaired, services, etc. 5. Liaising with appropriate Management to ensure close co-ordination in deliveries, accounts, credit control, etc. within his area. 6. Ensuring that his sales staff are fully up to date on own and competitors' goods/products and services and also relevant latest technical developments. 7. Dealing with customers' complaints. **Retail** 8. As for Retail Shop Manager 2.101	**KNOWLEDGE** - **Detailed knowledge of:** Company's goods, products and services Company's policy procedures Field sales techniques Laws and regulations concerned with sales, tendering, contracts, etc. Competitors' goods/products and services Purchase of field produces Varieties of diseases **Appreciation of:** Company, industry and market Company's organization Horticulture/Agriculture - level as required for background Report writing Road Traffic regulations Credit control procedures Customer relations Salary/wages Structure Training **SKILL** - **Fully competent to:** Communicate - write and speak Manage people - motivate, control, measure results Operate machinery and equipment for sale or associated with sale.

APPENDIX II - 1.119

TRADE GROUP - GENERAL **JOB TITLE** - ADVERTISING MANAGER **EMPLOYMENT LEVEL** - TECHNICIAN

GENERAL FUNCTION - Contributing to the development of sales of company's goods/products and services

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Contributing via the Marketing/Sales Director/Manager to the company sales development policy within the allotted budget. 2. Assisting in the implementation of company's sales development within the allotted budget through promotions, advertising, including shows, open days and catalogues and through projecting the company's image effectively. 3. Monitoring competitors' sales development and marketing and feeding this back to own management.	**KNOWLEDGE** - Detailed knowledge of: Company's goods, products and services Company's organization and procedures Sales Development techniques - means and planning Company's marketing and sales policy **Appreciation of**: Horticulture/Agriculture Customer and public relations Packaging Design **SKILL** - Fully competent to: Communicate - write and speak

APPENDIX II - 1.120

TRADE GROUP - GENERAL JOB TITLE - TRAINING MANAGER/OFFICER/ADVISER EMPLOYMENT LEVEL - MANAGEMENT TECHNICIAN

GENERAL FUNCTION - Providing a Service of knowledge, advice, skill and administration to line management on training all company employees

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: The Training Manager/Officer/Adviser may be full time in a large company, part time with line management or other duty in a smaller company or part time as a Group Training Officer of a number of companies. 1. Assisting Management to identify their training needs and put these in order of priority. 2. Carrying out skills and job analysis. 3. Preparing, running and assessing training programmes in co-operation with management. 4. Assisting and advising Management on keeping training, training budgetary and appraisal records. 5. Assisting and advising Management on management development and succession. 6. Contributing to the determination and implementation of Company training policy.	KNOWLEDGE - Detailed knowledge of: Assessment of training needs Training techniques - Management, Supervisors, Trainers, etc. Formulation and implementation of training programmes Assessment of training effectiveness Company structure and organization Manpower budgeting Interviewing and selection Instructional techniques and aids Appreciation of: Accounting statistics - cost analysis procedures Public and labour relations Applicable courses available Work Study Economics SKILL - Fully competent to: Communicate - write and speak Manage people, motivate, control, measure results Apply skills and job analysis Some ability to: Determine and set objects Plan Organize

APPENDIX II - 1.121

TRADE GROUP - GENERAL **JOB TITLE** - PERSONNEL MANAGER **EMPLOYMENT LEVEL** - MANAGEMENT

GENERAL FUNCTION - Advising management expertly on personnel, selections, recruiting, welfare, pensions, canteen, etc.

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Advising management expertly on personnel matters, selection, recruiting, welfare, safety, personnel records, appraisal, pensions, canteen. **2. Contributing to company's personnel policy.** **If no Training Manager is carried:** **Advising management expertly on training, jobs and skills analysis, assessment of training need deriving, organising and evaluating training programme.**	KNOWLEDGE - Detailed knowledge of: Regulations concerning personnel employment Pension schemes and National Insurance Safety methods Recruitment Selection, development, appraisal techniques Welfare, social services - health Personnel records Training (see Training Adviser) Labour Relations Appreciation of: Canteen services SKILL - Fully competent to: Conduct interviews Communicate - write and speak Manage people - motivate, control, measure results Some ability to: Determine and set objectives Plan Organize

APPENDIX II - 1.122

TRADE GROUP - GENERAL | **JOB TITLE** - PUBLIC RELATIONS OFFICER | EMPLOYMENT LEVEL - MANAGEMENT

GENERAL FUNCTION - Promoting the desired image of the company and its goods/products and services to its members, shareholders, customers and the general public.

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Promoting the desired image of the company and its goods/products and services to its members, shareholders, employees, customers and the general public in consultation with management, by: a. Distributing suitable information, stories, data and reports, to the Press and organizations. b. Advertising goods/products and services. c. Dealing with enquiries. d. Liaising on design of packages, writing paper heading, firms name tally on lorries, etc. e. Compiling and publishing suitable handouts. .2. Arranging events, open days, stands at shows in conjunction with the Marketing/Sales Director/Manager. Providing appropriate publicity and giving suitable warning to organizations and interested parties. Designing stands and handouts.	KNOWLEDGE - Detailed knowledge of: Public relations techniques - advertising, publicity and journalism Company's trading and marketing policy Company's goods/products and services Public Relations media Appreciation of: Budgetary control SKILL - Fully competent to: Communicate - speak and write Some ability to: Plan Organize

APPENDIX II - 1.123

<table>
<tr><td colspan="2">TRADE GROUP - GENERAL   JOB TITLE - MANAGEMENT SERVICES MANAGER   EMPLOYMENT LEVEL - MANAGEMENT</td></tr>
<tr><td colspan="2">GENERAL FUNCTION - Providing expert service in specialist techniques for management</td></tr>
<tr><th>JOB DESCRIPTION</th><th>ANALYSIS OF TRAINING NEEDS</th></tr>
<tr><td>NOTE: Applicable services include:- Operational Research, work study, modern organizational and management techniques, computer applications, statistical and analytical techniques.
1. Assisting line management to review, improve and standardise methods, systems and control procedures concerning all aspects of the business to improve profitability.
2. Stimulating the development of management techniques and co-ordinating this to eliminate duplication.
3. Providing management with information on specialist techniques and services.
4. Carrying out research and planning projects and solving problems for management.</td><td>KNOWLEDGE - Detailed knowledge of:
Techniques covered by Management Services department
Firms operations - products, organization, structure, policies, procedures, etc.
Appreciation of:
All aspects of applicable business
Complementary and associated techniques
SKILL - fully competent to:
Carry out all procedures involved with services offered by department
Communicate - writing and speaking</td></tr>
</table>

APPENDIX II - 1.201

TRADE GROUP - COMPOUNDING, GENERAL MERCHANTING

EMPLOYMENT LEVEL - MANAGEMENT TECHNOLOGIST

JOB TITLE - CHIEF CHEMIST/NUTRITIONIST

GENERAL FUNCTION - Formulating animal feed rations and running laboratory

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Formulating animal feed products. 2. Analysing ingredients, additives and finished products and exercising quality control. 3. Evolving, proposing to Board, implementing and advising on Company research policy. 4. Liaising with management on buying of raw materials. 5. Liaising with Production and Sales Managers and Specialist Technical Adviser(s) on production and use of feed, future requirements and trends. 6. Contributing to the determination of company marketing policy. 7. Running laboratory and staff through laboratory supervisor. 8. Co-operating with Specialist Technical Adviser(s) to keep sales staff up to date. 9. Maintaining the laboratory premises, furnishings and equipment - cleanliness, repairs, servicing, etc. 10. Ensuring security and safety of laboratory staff, premises, furnishings and equipment. 11. Recruiting, engaging, training, motivating, developing, promoting, and discharging laboratory staff.	KNOWLEDGE - Detailed knowledge of: Agriculture - (Honours) Degree Chemistry of Animal Feed Company's marketing policy within his specialist field Practical experiences of livestock farming Economics of formulation production Competitive company's products in competition Appreciation of: Recruitment, selection and training Latest developments in his field Customer and labour relations Company's other products Salary/Wage structure Accounting, costing and budgetary control, etc. Other specialist subjects which have a bearing on his veterinary science - animal diseases and illnesses Management services - computer application, statistics, etc. SKILL - Fully competent to: Make use of a computer - if available Use laboratory equipment Communicate - write and speak Some ability to: Plan Organize

APPENDIX II - 1.301

TRADE GROUP - GENERAL

JOB TITLE - PRODUCTION/WAREHOUSE FOREMAN(SUPERVISOR)

EMPLOYMENT LEVEL - SUPERVISOR

GENERAL FUNCTION - Supervising production/warehousing process

JOB DESCRIPTION

NOTE The Production/Warehouse Foreman may also be called the Mill/Granary/Silo/Seed Processing/Yard/Animal Feeds/ Dockside/Horticultural Foreman/Superintendent.

1. Supervising production/warehousing/silo/seed processing/ dockside process, including intake, identification, tagging, movement, production, processing, packing, packaging, bagging, pre-packing, labelling, storing, making up loads, loading, despatching and keeping necessary associated documentation.
2. Liaising with Sales Manager, Traffic Supervisor and Plant/Works Maintenance Foreman.
3. Supervising work of his staff including allocation of tasks/shifts economics balance, co-ordination and motivation and keeping the necessary time sheets, overtime records and personnel documentation.
4. Running the laid down programme for flow of materials, goods/products, packaging and production/processing, storage and despatch and necessary associated documentation.
5. Maintaining quality standards at all stages by sampling, testing, correcting and re-setting machinery.
6. Training his own staff including induction.
7. Allocating warehouse space for the storage of materials, goods/products, equipment, etc.
8. Ensuring safety and security of premises, contents and workpeople.
9. Maintaining the premises, machinery, equipment and furnishing in his charge - cleaning, servicing, re-pairing, etc. in conjunction with Plant/Works Maintenance Foreman.
10. Maintaining supplies of materials, ingredients, goods/ products, bags, sacks, labels, etc. as arranged with Production Manager.
11. Controlling movement of vehicles in and out of his area.

ANALYSIS OF TRAINING NEEDS

KNOWLEDGE - Detailed knowledge of:
- Jobs of those he supervises
- Company's goods/products, including raw materials, live plants and bulbs and ingredients identification, storage conditions, including refridgeration and dehumidification care, treatment, conditioning, handling, stacking and loading.
- Documentation applicable to stock flow and production processes and employees
- Sampling procedures
- Packing, packaging, bagging, pre-packing and labelling
- Machinery and equipment used - setting up, adjustments, simple maintenance and minor repairs
- Production and flow schedules
- Methods of loading, stacking, stowing palletising, etc.

Appreciation of:
- Conditions of employment - salary and wage structure
- Company production and marketing policy
- Economics of production/warehousing
- Safety - Factory Acts
- Industrial Relations
- Recruitment, selection and training
- Management services - work study, network analysis, etc.

Dockside Supt: Dockside procedures - loading/unloading, bulk loading, trimming, etc.
- Shipping term
- Barges
- Specialist machinery
- Dock labour Board -relations with Local Port Authority

SKILL - Fully competent to:
- Operate all machinery and handling equipment
- Use fire appliances

Some ability to:
- Do first Aid
- Communicate - speak and write
- Manage people, motivate, control, measure results

APPENDIX II - 1.302

TRADE GROUP - GENERAL **JOB TITLE** - TRAINING SUPERVISOR, SUPERVISOR INSTRUCTOR EMPLOYMENT LEVEL - SUPERVISOR

GENERAL FUNCTION - Training Supervisors and work people within his specialist activity

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: This job is full time or part time according to the number of foremen (supervisors) borne by the firm to supervise the particular activity. It is assumed that the Supervisor will have mastered the activity before being trained as a trainer. 1. Working under the Manager of his specialist activity, to train the supervisors and work people within that activity. 2. Liaising with and meeting the requirements of the Training Officer/Manager/Adviser on training, policy and methods, such as skills and job analysis, programme derivation, records, instructions, etc. 3. Interviewing applicants for jobs and recommending their suitability for engagement to his Manager, liaising with the senior supervisor of the activity as necessary. 4. Organizing and running induction training for new entrants giving the individual attention necessary for them to settle down quickly. 5. Organizing and running further training for existing supervisors and workpeople as required by his Manager, including that in preparation for promotion or job changes. 6. Organizing job rotation programmes for training purposes, taking holidays and sickness into consideration, liaising with other supervisors as necessary.	**KNOWLEDGE - Detailed knowledge of:** All jobs within his activity of supervisory level and below - Job Specification and job content Assessment of individuals' training needs Training documentation - records, reports, returns to ITB Selection, recruitment and interview procedures Job and Skills analysis Training Techniques programme derivation and construction Instructional techniques and aids, including those for "on the job" training. **Appreciation of:** Procedures or technical processes involved in activity Costing as it affects training Apprenticeship schemes, examinations etc. where appropriate Specialist training and standards required such as City and Guilds Labour Relations **SKILL - Fully competent to:** (and have natural ability to) teach/instruct Communicate use machines/equipment associated with job

APPENDIX II - 1.303

TRADE GROUP - GENERAL	JOB TITLE - ASSISTANT COMPANY ACCOUNTANT	EMPLOYMENT LEVEL - SUPERVISOR

GENERAL FUNCTION - Acting as a Supervisory link between the Financial/Company Accountant and the day-to-day accounting staff.

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Supervising the work of the Book-keepers, cashier, Accounting Machine Supervisor and other associated accounting staff. 2. Analysing sales and expenditure figures. 3. Assisting the Financial/Company Accountant with: a. Preparing trading financial budget and statements, cash flow and Bank account status and other financial reports. b. Administering and keeping records of accounting, covering company investment and property, cash receipts and payments, dividends to shareholders, customers' accounts, credit control, tax, banking, wages and salaries. c. Issuing cheques, bills and trading agreements.	KNOWLEDGE - detailed knowledge of: Accountancy Financial and Budgetary control methods Company's structure, organization and procedures Employee tax procedures Correspondence procedures Salary/Wage structure Appreciation of: Accounting staff jobs Company's goods/products and services Company's tax procedures Labour and public relations Office machines - application and operation SKILL - fully competent to: Work accurately Communicate - write and speak

APPENDIX II - 1.304

TRADE GROUP - GENERAL MERCHANTING, COMPOUNDING, CO-OPERATIVES

JOB TITLE - LABORATORY SUPERVISOR OR MILL ANALYST

EMPLOYMENT LEVEL - SUPERVISOR TECHNICIAN

GENERAL FUNCTION - Running animal feed laboratory

JOB DESCRIPTION

1. Running animal feed laboratory, stores, equipment and staff.
2. Keeping necessary records, including official records.
3. Liaising with Nutritionist and Production/Mill Manager/Supervisor and warehouse intake/output supervisor to ensure quality control of finished product.
4. Analysing and interpreting results of animal feed, raw materials and ingredients at all stages, during research, during production, before and if necessary, after supply.
5. Maintaining security and safety of laboratory staff, premises, furnishings and equipment.
6. Indenting with Buying Manager for the purchase of stores and equipment.

ANALYSIS OF TRAINING NEEDS

KNOWLEDGE - Detailed knowledge of:

- Company's rules and regulations
- Equipment in the laboratory - details, purpose, maintenance and cleanliness
- Standards required of finished product
- Animal Feed testing and analysis - tolerances
- Nitrogen testing of malting barley
- Records
- Storekeeping of material and equipment
- Laboratory safety

Appreciation of:

- Labour relations
- Laboratory equipment - costs and new techniques
- Chemistry of animal feed
- Economics of laboratory -(heating, lighting, etc.)
- Animal feed production methods
- Materials, products, etc. associated with his job
- Training

SKILL - Fully competent to:

- and qualified to test and analyse animal feed
- use laboratory equipment
- operate fire appliances
- Manage people - motivate, control, measure results
- Communicate - write and speak

Co-operatives:

- analyse other products as appropriate

Some ability to:

- Give first aid

APPENDIX II - 1.305

TRADE GROUP - GENERAL **JOB TITLE** - TRANSPORT MANAGER/TRAFFIC SUPERVISOR	**EMPLOYMENT LEVEL** - SUPERVISOR(MANAGER)
GENERAL FUNCTION - Running company's commercial road vehicles for collection and delivery of materials and goods	
JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Running profitably the company's or branches' commercial road vehicles for the collection and delivery of materials and goods, routing and load planning. 2. Rate fixing and hiring additional road vehicles when required. 3. Supervising work, including testing, of all drivers. 4. Advising on the purchase of new commercial vehicles. 5. Purchasing, maintaining stocks of and issuing fuel. 6. Liaising with customers, management and vehicle maintenance supervisor to meet their requirements. 7. Keeping necessary vehicle and driver records. 8. Licensing and insuring vehicles. 9. Formulating driver bonus and incentive schemes. 10. Training his own staff including induction. If Vehicle Maintenance Supervisor not carried. 11. Running maintenance of company's vehicles (including cars). 12. Purchasing and controlling stock of spare parts, tools and other materials. 13. Keeping vehicle maintenance records. 14. Supervising work of all vehicle fitters.	KNOWLEDGE - Detailed knowledge of: Vehicles being run - maximum loads, simple repairs and minor maintenance, performance, etc. Road Traffic Regulations - including Plating, Statutory requirements, vehicle testing, etc. Company's rules and regulations Accident reporting procedures Vehicle and goods documentation Routing, map reading and time scheduling Company vehicle control procedures Driver's duties Economics of running transport, including capital outlay, running and maintenance costs and earning capacity Appreciation of: Other means of transport - air, rail and sea Industrial relations Materials and goods handled Labour and Customer relations Major vehicle maintenance and repair Company's sales territory Recruitment, selection and training Salary/Wage structure Safety and storage of sprays and fertilizers Management services - work study, network analysis, statistics, etc. SKILL - fully competent to: Drive a vehicle Communicate - write and speak Manage people - motivate, control, measure results Some ability to: Load, unload and stow vehicles,rope,tarpaulins, etc. Carry out minor maintenance and repairs NOTE: If actually running transport, he will require a Transport Manager's licence

APPENDIX II - 1.306

TRADE GROUP - GENERAL   **JOB TITLE** - SAFETY OFFICER   **EMPLOYMENT LEVEL** - SUPERVISOR

GENERAL FUNCTION - Providing line management with an expert service and advice on all safety matters

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: This job may be full time or part time. 1. Providing line management with an expert service and advice on all safety matters. 2. Assisting line management to prevent accidents. 3. Investigating accidents. 4. Inspecting and testing (where required) all machinery, lifting equipment and buildings in conjunction with line management to ensure that safety regulations are being complied with. 5. Promoting propaganda and education on all safety matters. 6. Inspecting, testing, maintaining and repairing all fire appliances, arrangements, warning systems and escapes in conjunction with line management to ensure they work correctly. 7. Promoting use of safe working procedures in conjunction with line management. 8. Ensuring that sufficient reserve stocks of specialist equipment and materials are safely stored and in a usable state. 9. Keeping records and statistics required.	KNOWLEDGE - Detailed knowledge of: Safety and Factory Acts Lay-out of premises Activities of company All lifting gear and machinery being used Safety equipment - fire fighting, machine and belt guards, warning systems, etc. Records and reports - maintenance of safety equipment, accidents, etc. Company rules and regulations Appreciation of: Public and labour relations Line Managements responsibilities SKILL - Fully competent to: Manage people - motivate and control Communicate - speak and write Assess safety requirements

APPENDIX II - 1.307

TRADE GROUP - GENERAL JOB TITLE - VEHICLE MAINTENANCE FOREMAN EMPLOYMENT LEVEL - SUPERVISOR

GENERAL FUNCTION - Supervising maintenance and repairs to company's vehicles

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Running maintenance repairs and road worthiness tests to company's vehicles (including cars). 3. Purchasing and controlling stock of spare parts, tools and materials. 3. Keeping vehicle maintenance records. 4. Supervising work of all garage and workshop staff, including necessary timesheets and records. 5. Liaising with Traffic Supervisor over allocation of time for, and economics of vehicle maintenance. 6. Training his own staff, including induction. 7. Ensuring safety in garage and workshop. 8. Ensuring security of garage and workshop contents.	KNOWLEDGE - Detailed knowledge of: Mechanical details of commercial vehicles and cars used by company Maintenance records, time sheets, etc. Organization of a garage and workshop Company's rules and regulations Vehicles fitter's job Maintenance costing and economics Fuels, lubricants and spare parts Accounting procedures for fuels, lubricants and spare parts Factory Act and safety regulations Appreciation of: Salary/Wage Structure Materials and goods handled Labour relations Principles of planned maintenance Recruitment, selection and training SKILL - Fully competent to: Manage people - motivate, control, measure results Maintain company's vehicles Drive vehicles Use tools and equipment concerned with work being done Use fire appliances provided Communicate - write and speak Some ability to: Carry out first aid

APPENDIX II - 1.309

TRADE GROUP - GENERAL **JOB TITLE** - WORKS/PLANT/MACHINERY MAINTENANCE FOREMAN	**EMPLOYMENT LEVEL** - SUPERVISOR
GENERAL FUNCTION - Supervising maintenance and repairs to Company's (and customer's) works/plant/machinery	
JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Running maintenance, repairs and tests to company's (and customers') works, plant and machinery. 2. Purchasing and controlling stock of spare parts, tools and materials. 3. Keeping maintenance and repair records. 4. Supervising work of all staff, including necessary time sheets and records, and obtaining required standards of work. 5. Liaising with Production, Sales and Transport Managers as necessary to carry out his task. 6. Training his own staff including induction. 7. Ensuring safety of premises, plant, equipment and work people. 8. Ensuring security, maintenance and cleanliness of workshop and contents.	**KNOWLEDGE** - Detailed knowledge of: Materials details of works/plant and machinery concerned Maintenance records, timesheets, etc. Organization of workshop and staff Company's rules and regulations Fitters' and craftsmen's jobs Maintenance costing and economics Fuels, lubricants and spare parts - accounting procedures Production operation Factory Act and Safety regulations **Appreciation of**: Salary/Wage structure Mechanical and Electrical Engineering Goods/products, materials and services provided Labour (and customer) relations Principles of Planned Maintenance Recruitment, selection and training **SKILL** - Fully competent to: Manage people - motivate, control, measure results Maintain and repair works/plant/machinery Use tools and equipment required Use fire appliances provided (drive a car) Communicate - write and speak **Some ability to**: Carry out first aid

APPENDIX II - 1.401

TRADE GROUP - GENERAL **JOB TITLE** - SPECIALIST TECHNICAL ADVISER **EMPLOYMENT LEVEL** - TECHNICIAN

GENERAL FUNCTION - Providing expert technical advice on (a range of) goods sold by company

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: This job varies from the brand product adviser of a national company to the Technical adviser on the full range of goods manufactured and/or sold by a merchant. It may be a part-time consultancy only. 1. Advising sales staff and customers (farmers, horticulturists, merchants, etc.) on goods about which he has a specialist expert technical knowledge (animal feed, seeds, fertilisers, pesticides, etc.) 2. Keeping his knowledge up to date. 3. Briefing sales staff on latest knowledge or techniques associated with his specialist Good/product. 4. Liaising with sales staff over customers' enquiries, complaints, economics etc. within his specialist field. 5. Liaising with Management over current output quality control of goods/products within his specialist field. 6. Advising Management over the production buying and/or marketing of new goods/products within his specialist field. 7. Producing specialist sales literature. 8. Liaising with specialist technical advisers covering related goods/products. 9. Liaising with outside bodies (NAAS, Veterinary services, Technical colleges, etc.)	KNOWLEDGE - Detailed knowledge of: Agriculture/horticulture - degree/diploma - background His specialist subject and practical experience Company's goods/products on which he advises Competitive companies' goods/products in competition Company marketing policy within his specialist field Company's organisation, procedures and regulations Appreciation of: Company, industry and market Other specialist subjects which have a bearing on his subject Customer relations - complaint procedure Economics, costing, budgetary control, etc. company farm and market garden Marketing and sales procedures Industrial techniques SKILL - Fully competent to: Drive a car Operate machinery/equipment concerned with the specialist goods/products Communicate - write and speak

APPENDIX II - 1.402

TRADE GROUP - GENERAL (EXCEPT RETAIL) **JOB TITLE** - SALESMAN/REPRESENTATIVE **EMPLOYMENT LEVEL** - TECHNICIAN

GENERAL FUNCTION - Selling company's goods/products within an allocated area.

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Selling company's goods/products and services within the area allocated to him. 2. Acting as a link between the company and its customers within the area allocated, company's image, advice, demonstrations, accounts, arranging collection/delivery, etc. 3. Advising customers generally on use and economics of the company's goods/products and services. 4. Reporting back field intelligence related to trends, new developments, competitors' actions and customers' opinions/complaints, etc. 5. Inspecting crops. 7. Liaising with company offices to provide customers with required service. 8. Inspecting produce and buying within instruction laid down.	**KNOWLEDGE - Detailed knowledge of:** Goods/products and services for sale-image, quality, etc. Sales techniques, procedures and documentation Horticulture/agriculture - level as required - background Crop husbandry, crop diseases and control, etc. Competitors' goods/products and services - documentation Credit Sales and control and debt collection procedures Customer relations - company's image, enquiries, complaints, quotations, specifications, specialist advisory service, etc. Company's advertising programme **Appreciation of:** Latest developments associated with items for sale Territory planning Company marketing and sales policy **SKILL - Fully competent to:** Communicate - speak and write Drive a car and/or commercial vehicle Use equipment/machinery for sale or associated with job and qualified to inspect crops (4.601)

APPENDIX II - 1.403

TRADE GROUP - GENERAL	JOB TITLE - SYSTEMS ANALYST	EMPLOYMENT LEVEL - TECHNICIAN

GENERAL FUNCTION - Writing job specification for the programmer

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: Possible computer applications in the Trades are: accounting, management information systems, compound feed formulation and mixing control, stock and inventory control, production machinery control and research. 1. Reducing the requirements, often ill-defined, of the management to a logical form, called the programming job specification, which can be presented to the programmer for conversion into computer language. 2. Obtaining such information and assistance as is required for systems analysis from the appropriate sources of data in the firm and elsewhere. 3. Keeping the necessary records and making the reports required. 4. Designing, proposing and implementing projects required by management. 5. Rethinking, improving and updating existing systems and programmes in the light of experience and new techniques. 6. Liaising closely with the programmer(s) concerned during the programming, testing and evaluation of the job specified.	KNOWLEDGE - Detailed knowledge of: Type of computer in use Computer technology - uses, techniques, etc. Specialist field (s) in which computer is to be used - accounting, formulation, or pert, etc. Systems analysis techniques Language in use - COBOL Firm's operations, products, organization, structure, policies, procedures, etc. Appreciation of: Other computers Computer languages - ALGOL, FORTRAN, PLAN Etc. SKILL - Fully competent to: Think originally and logically Work methodically and precisely Communicate in writing

APPENDIX II - 1.404

TRADE GROUP - GENERAL

JOB TITLE - COMPUTER PROGRAMMER

EMPLOYMENT LEVEL - TECHNICIAN

GENERAL FUNCTION - Writing programmes from the job specification

JOB DESCRIPTION

NOTE: Possible computer applications in the Trades are: Accounting, Management information systems, compound feed formulation and mixing control, stock and inventory control, production machinery control and research.

1. Taking the programming job specification written by the systems analyst, drawing a number of flow charts and block diagrams to show in detail every process which must take place inside the computer and then transcribing these into a code the computer can understand. (i.e. programmes in the selected language.)

2. Preparing time and cost estimates of jobs specified for programming.

3. In addition to 1. (writing programmes), testing and modifying programmes as necessary to meet the specifications and, preparing necessary documentation.

4. Liaising closely with the systems analyst(s) concerned during the programming and testing of the job specified by him (them).

5. Liaising with other specialist programmers required to programme the job, (i.e. input/output, language, information retrieval, systems and operating system).

6. Providing operating instructions, test data and other documentation for the job specified.

7. Advising on new hardware, software and techniques.

ANALYSIS OF TRAINING NEEDS

KNOWLEDGE - Detailed knowledge of:-

Type of computer in use - operation
Programming language being used - COBOL?
Principles of programming

Appreciation of:-

Computer technology - uses, terms, techniques
Other high level programming languages - ALGOL, PLAN, FORTRAN, etc.
System analysis
Fields in which computer is being used
Firm's operations, products, structure etc.

SKILL - Fully competent to:

Think originally and logically
Work systematically, accurately and quickly with patience and perseverence
Communicate in writing

APPENDIX II - 1.406

<table>
<tr><td>TRADE GROUP - GENERAL   JOB TITLE - LABORATORY ASSISTANT   EMPLOYMENT LEVEL - TECHNICIAN</td><td></td></tr>
<tr><td colspan="2">GENERAL FUNCTION - Testing and analysing raw materials, ingredients, seed, grain, goods, products, such as animal feed, etc.</td></tr>
<tr><th>JOB DESCRIPTION</th><th>ANALYSIS OF TRAINING NEEDS</th></tr>
<tr><td>1. Testing and analysing samples of raw materials, ingredients and finished goods/products using laboratory equipment as required.
2. Keeping laboratory and equipment clean and in good order.
3. Assisting with the keeping of records and other documentation.</td><td>KNOWLEDGE - Detailed knowledge of:
Laboratory equipment - use, cleanliness, etc.
Company's rules and regulations
Standards and tolerances required in testing and analysis
Storage conditions of raw materials, ingredients, finished goods and products
Records and documentation
Simple testing and analysis
Appreciation of:
Laboratory safety
Related materials, ingredients, goods/products
SKILL - Fully competent to:
Carry out simple tests and analyses
Use equipment in the laboratory</td></tr>
</table>

APPENDIX II - 1.410

TRADE GROUP - GENERAL JOB TITLE - CASHIER/WAGES CLERK	EMPLOYMENT LEVEL - (SUPERVISOR) TECHNICIAN
GENERAL FUNCTION - Handling cash, wages and salaries	
JOB DESCRIPTION	**ANALYSIS OF TRAINING NEEDS**
1. Carrying out tasks as allotted from the following: a. Handling and recording petty cash transactions, b. Handling cash sales, receipts and records, c. Working out wages and salaries, including tax, insurances, pensions, overtime, bonuses, commissions, etc. and putting up payment, d. Banking, e. Checking bought and sales invoices, f. Analysing and reporting as necessary on debits/credits, g. Handling credit control h. Typing as required for job i. Compiling simple business letters, reports, etc. j. Checking ledger work. (2. Supervising work of Accounts Clerks/Typists and accounting Machine Operators.)	KNOWLEDGE - Detailed knowledge of: Single and Double entry book keeping Correspondence procedures Regulations and procedures concerning Income Tax, National Insurance, Pensions, etc. Company's Policy over accounts, credit control, wages and salaries Accounts Clerks/Typists' and Machine Operators' Jobs Report writing Office Procedure Appreciation of: Accountancy Company's goods/products and services offered Accounting Machines in use (Labour Relations) Customer relations SKILL - Fully competent to: (Manage people - motivate and control) Type Do money calculations required Operate office machinery Use a telephone (Communicate - speak and write)

APPENDIX II - 1.501

TRADE GROUP - GENERAL　　**JOB TITLE** - SECRETARY　　**EMPLOYMENT LEVEL** - CRAFTSMAN

GENERAL FUNCTION - Carrying out clerical work for a specific member of Management

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Shorthand, audio and copy typing of correspondence, reports, memoranda, etc. 2. Composing simple business letters. 3. Handling boss's diary and appointments. 4. Filing and registering correspondence. 5. Organizing meetings, including minute taking. 6. Using office machinery required in the course of the job. 7. Receiving visitors. 8. Liaising with other secretaries. 9. Handling incoming and outgoing telephone calls to boss. 10. Handling incoming and outgoing mail. 11. Handling simple enquiries. 12. Dealing with routine matters and arranging simple events, appointments, transport, etc. for boss.	**KNOWLEDGE** - **Detailed knowledge of:** Business correspondence - forms of address, layout, style, etc. Filing, references, registering, card indexes, etc. Checking and correction Committee procedures - Agenda, minutes, etc. Boss's job **Appreciation of:** Simple statistics Report layout Public and customer relations English language - grammar, etc. Company's goods/products and services **SKILL** - **Fully competent to:** Use a telephone Take and read shorthand Type - copy, audio and from shorthand Use office machinery required (duplicator, copier, etc.)

APPENDIX II - 1.502

TRADE GROUP - GENERAL **JOB TITLE** - ACCOUNTS CLERK/TYPIST/BOOK-KEEPER **EMPLOYMENT LEVEL** - CRAFTSMAN (SUPERVISOR)

GENERAL FUNCTION - Carrying out allotted accounting and clerical processes including typing

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE - This job may also be assigned: Sales Clerk/Typist 1. Carrying out clerical and accounting processes as allotted from following: a. Raising and pricing invoices. b. Keeping Bought and/or Sales Ledger(s). c. Compiling information sheets, summaries, reports and simple statistics by extration from appropriate records. d. Preparing customers' monthly statements. e. Handling the petty cash account. f. Handling cash receipts and banking. g. Keeping records required by job. h. Filing and registering. i. Copy typing (and audio typing). j. Operating simple office machinery such as: duplicator, copier, compiler, stapler, adding and calculating machine, franker, folder, etc. k. Mailing and internal distribution and collection. l. Checking similar work by other clerks. m. Handling telephone enquiries. n. Simple documentation concerned with job. (2. Supervising work of Accounts Clerks/Typists/Book keepers.)	**KNOWLEDGE** - **Detailed knowledge of:** Simple accounting procedures and theory as required by the company Correspondence procedures used Field in which employed Filing and registering **Appreciation of:** Company's policy Company's goods/products and services offered Single and double entry book-keeping (Labour relations) **Sales Clerk** - Export shipping documentation **SKILL** - **Fully competent to:** Do simple money calculations Type - copy (and audio) Operate simple office machinery Make tea and coffee Use a telephone

TRADE GROUP - GENERAL **JOB TITLE** - CLERK/SHORTHAND TYPIST **EMPLOYMENT LEVEL** - (SUPERVISOR)CRAFTSMAN

GENERAL FUNCTION - Carrying out allotted clerical processes including typing

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: This job may also be assigned: Stock Clerk/Typist Transport Clerk/Typist Mail Room Clerk/Typist 1. Carrying out clerical processes as allotted from the following: a. Keeping records as required by job. b. Compiling information sheets, summaries, reports and simple statistics by extration from appropriate records. c. Filing, cross-referencing and registering. d. Copy and audio typing (and shorthand). e. Operating simple office machinery such as: duplicator, copier, compiler, stapler, franker, folder, etc. f. Mailing and internal distribution and collection. g. Checking. h. Handling telephone enquiries. (2. Supervising work of Clerks/ (Shorthand) Typists.) **Stock Clerk** - Checking purchase invoices.	**KNOWLEDGE - Detailed knowledge of**: Correspondence procedures used Field in which employed Filing and registering **Appreciation of**: Company's policy Company's goods/products and services offered (Labour relations) **SKILL - Fully competent to**: (Manage people - motivate and control) Type - copy (and audio) Operate simple office machinery Use a telephone Make tea and coffee (Communicate - write and speak)

APPENDIX II - 1.507

TRADE GROUP - GENERAL	JOB TITLE - VEHICLE FITTER	EMPLOYMENT LEVEL - CRAFTSMAN
GENERAL FUNCTION - Maintaining and repairing company's vehicles		

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Maintaining and repairing company's vehicles (levels above that carried out by drivers.) 2. Recovering broken down vehicles. 3. Keeping timesheets and vehicle maintenance and repair records. 4. Issuing and recording issues of fuel and oil. 5. Stocking of, ordering, checking, issuing and accounting for, spare parts, materials and tools (Storekeeper only). 6. Liaising with vehicle maintenance and traffic supervisors and drivers. 7. Testing vehicles for roadworthiness.	KNOWLEDGE - Detailed knowledge of: Mechanical details of commercial vehicles and cars used by company Maintenance records, time sheets, etc. Company's rules and regulations Fuels, lubricants and spare parts Accounting procedures for fuels, lubricants, materials and spare parts Safety regulations Appreciation of: Principles of planned maintenance Drivers' duties Running of company's vehicles Economics of garage (heating and lighting, etc.) SKILL - Fully competent to: Maintain company's vehicles Drive vehicles Operate fuel pumps Use tools and specialist equipment concerned with job (jacks, ramps, power tools, etc.) Use fire appliances provided Some ability to: Carry out first aid.

APPENDIX II - 1.509

TRADE GROUP - GENERAL　　**JOB TITLE** - WORKS AND PLANT MECHANICAL FITTER　　**EMPLOYMENT LEVEL** - CRAFTSMAN

GENERAL FUNCTION - Maintaining and repairing mechanical portion of company's premises and plant

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Carrying out planned preventive maintenance, repairs and simple modification to the company's premises and plant (levels above that carried out by warehousemen etc. and machine operators). 2. Keeping timesheets and appropriate maintenance and repair records. 3. Assisting contractors with the installation of machinery. 4. Stocking of, ordering, checking, drawing and accounting for spare parts and other materials used. 5. Liaise with Production, Warehouse and Maintenance Foremen (Supervisors) and electrical and building trade craftsmen. 6. Test-running machinery.	**KNOWLEDGE - Detailed knowledge of:** Machinery being used by company - purpose, mechanical details and maintenance Lubricants and spare parts Company's rules and regulations Accounting procedures for spare parts and materials Production operation Safety and use of fire appliances provided **Appreciation of:** Mechanical engineering Complementary craft trades Economics of the workshop (heating, lighting, power, etc.) Principles of planned maintenance Machine operators' jobs Economics of production and maintenance (including "down-time") **SKILL - Fully competent to:** Turn and fit Use tools and equipment (including welding, drilling, etc.) Strip down machines being used **Some ability to:** Carry out first aid

APPENDIX II - 1.510

TRADE GROUP - GENERAL

JOB TITLE - WORKS AND PLANT ELECTRICAL FITTER

EMPLOYMENT LEVEL - CRAFTSMAN

GENERAL FUNCTION - Maintaining and repairing electrical portion of company's premises and plant

JOB DESCRIPTION

1. Carrying out planned preventive maintenance, repairs and simple modification to the company's premises and plant (levels above that which are carried out by warehousemen, etc. and machine operators).

2. Keeping timesheets and appropriate maintenance and repair records.

3. Assisting contractors with the installation of machinery.

4. Stocking of, ordering, checking, drawing and accounting for spare parts and other materials used.

5. Liaise with Production, Warehouse and Maintenance Foreman (Supervisors) and mechanical and building trade craftsmen.

6. Test-running machinery.

ANALYSIS OF TRAINING NEEDS

KNOWLEDGE - Detailed knowledge of:

Machinery being used by company - purpose, mechanical details and maintenance
Lubricants and spare parts
Company's rules and regulations
Accounting procedures for spare parts and materials
Safety and use of fire appliances
Production operation

Appreciation of:

Electrical engineering
Complementary craft trades
Economics of the Workshop (heating, lighting, etc.)
Principles of planned maintenance
Machine operator's jobs
Economics of production and maintenance (down-time etc.)

SKILL - Fully competent to:

Make electrical connection (including soldering)
Use tools and equipment concerned with his job

Some ability to:

Carry out first aid (including treatment of electrical shock)

APPENDIX II - 1.512

TRADE GROUP - GENERAL **JOB TITLE** - WORKSHOP/MILL/SHOP/WAREHOUSE STOREKEEPER **EMPLOYMENT LEVEL** - CRAFTSMAN

GENERAL FUNCTION - Running store

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Requisitioning, indenting for, receiving, storing, allocating, issuing and supplying goods, parts, spares, materials, consumable stores, tools, etc. 2. Keeping records, receipts, stocks, issues and supplies. 3. Reporting overstocking, obsolescence, under stocking, defects, etc.	**KNOWLEDGE** - Detailed knowledge of: Items handled - nature, variety, storage conditions, use and precautions Records and documentation Procedures for storekeeping - cataloguing, accounting for. **SKILL** - Fully competent to: Identify all items handled Operate fire appliances provided Some ability to: Carry out first aid.

APPENDIX II - 1.601

TRADE GROUP - GENERAL **JOB TITLE** - TELEPHONIST/RECEPTIONIST/TELEX OPERATOR	**EMPLOYMENT LEVEL** - OPERATIVE
GENERAL FUNCTION - Telephone switchboard, intercom and Telex operation. Reception of callers	
JOB DESCRIPTION	**ANALYSIS OF TRAINING NEEDS**
1. Connecting telephone lines between internal and external callers and receivers. 2. Sending and receiving messages by Telex. 3. Recording and relaying messages accurately internally and externally. 4. Keeping records of telephone numbers likely to be required. 5. Promoting a good image for the Company. 6. Recording charges for private telephone calls.	**KNOWLEDGE - Detailed knowledge of:** Procedures for making and receiving calls. Procedures for sending and receiving Telex messages **Appreciation of:** Company's products Public and customer relations Company's organisation GPO country and world wide services and facilities **SKILL - Fully competent to:** Find telephone numbers from the Directory or Enquiries Operate switchboard and Telex **Some ability to:** Remember numbers

APPENDIX II - 1.602

TRADE GROUP - GENERAL
JOB TITLE - JUNIOR CLERK/TYPIST
EMPLOYMENT LEVEL - OPERATIVE

GENERAL FUNCTION - Carrying out simple and largely repetitive office jobs

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Filing, cross-referencing and keeping records of correspondence. 2. Preparing mail for despatch. 3. Operating franking machine. 4. Maintaining mailing lists. 5. Copy typing. 6. Duplicating and compiling. 7. Checking. 8. Distributing and collecting papers internally.	KNOWLEDGE - Detailed knowledge of: Mailing procedures Filing system being used Simple records Appreciation of: Company's policy Company's goods/products and services offered SKILL - Fully competent to: Type - copy Operate franking, compiling and duplicating machines Make tea

APPENDIX II - 1.606

<table>
<tr><td colspan="2"><u>TRADE GROUP</u> - GENERAL <u>JOB TITLE</u> - WEIGHBRIDGE CLERK <u>EMPLOYMENT LEVEL</u> - SEMI-SKILLED OPERATIVE</td></tr>
<tr><td colspan="2"><u>GENERAL FUNCTION</u> - Weighing loaded and unloaded vehicles, registering their weights</td></tr>
<tr><th>JOB DESCRIPTION</th><th>ANALYSIS OF TRAINING NEEDS</th></tr>
<tr><td>1. Accurate weighing of loaded and unloaded vehicles in and out. Registering their weights on the appropriate documentation.
2. Maintaining simple records.
3. Liaising with drivers.
4. Operating bulk loading gear (if fitted).</td><td><u>KNOWLEDGE</u> - <u>Detailed knowledge of</u>:
Weighing regulations
Company documentation (advice, supply, delivery and receipt notes)
Weights and measures
Bulk loading
<u>Appreciation of</u>:
Running of company's vehicles
Goods handled by company
<u>SKILL</u> - <u>Fully competent to</u>:
Use a weighbridge (certificate of Weights and Measures)
Do simple subtraction
Operate bulk loading equipment</td></tr>
</table>

APPENDIX II - 1.609

TRADE GROUP - GENERAL **JOB TITLE** - DRIVER **EMPLOYMENT LEVEL** - OPERATIVE

GENERAL FUNCTION - Delivery and collection of goods by road vehicle

JOB DESCRIPTION

1. Driving a commercial road vehicle to deliver or collect goods undamaged competently and safely within legislated standards to conform with Traffic Supervisor's instructions.
2. Loading and unloading vehicle safely and under conditions suitable to the nature of the goods. (Also bulk handling where required).
3. Keeping necessary documentation (sheeting, maintaining maintenance and statutory records) etc.
4. Carrying out minor maintenance (oil, battery, coolant, tyres, cleanliness, fuel, etc.) or simple repairs on vehicle.
5. Liaising with Traffic and Vehicle Maintenance Supervisors concerning vehicle, load and customers.
6. Promoting a good image for the company.
7. Taking charge of Driver's Mate (if provided).
8. Handling cash from customers.
9. Making out accident report and making arrangements for damaged/defective vehicle, including towing.
10. Carrying out first aid.

ANALYSIS OF TRAINING NEEDS

KNOWLEDGE - Detailed knowledge of:

- Road Traffic Regulations
- Company rules and regulations
- Vehicle details, including maximum load
- Company vehicle control procedures
- Routing, map reading, time scheduling
- Minor maintenance and minor repairs of vehicle
- Security of vehicle and load
- Duties of Driver's Mate (if provided)
- Accident reporting procedures
- Vehicle and goods documentation

Appreciation of:

- Goods handled, including identification, packaging dimensions
- Company's premises
- Customer relations
- Major maintenance of vehicle
- Supervisor's duties

SKILL - Fully competent to:

- Drive a commercial vehicle
- Load/unload and stow vehicle, rope tarpaulins, etc.
- Carry out minor maintenance of vehicle (changing tyres, toppingup/changing coolant, fuelling, cleaning, etc.)
- Supervise Driver's Mate (if provided)
- Use a telephone
- Connect a tow

Some ability to:

- Carry out first aid
- Assist with major maintenance (after damage/defect)

APPENDIX II - 1.610

TRADE GROUP - GENERAL **JOB TITLE** - DRIVER'S MATE **EMPLOYMENT LEVEL** - OPERATIVE

GENERAL FUNCTION - Loading and unloading lorry, accompanying driver (if required)

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Accompanying driver, if required, and assisting with: a. Loading and unloading b. Map reading, routing, delivery sequence c. Directing for reversing d. Keeping necessary documentation e. Security and protection of load 2. Promoting a good image for the company. 3. Carrying out first aid.	**KNOWLEDGE - Detailed knowledge of:** Company rules and regulations Vehicles and goods documentation Company vehicle control procedures Security of vehicles and load Vehicle maximum load **Appreciation of:** Goods handled, including packaging, dimensions, etc. Customer relations Hygiene and cleanliness, Clean Foods Act. **SKILL - Fully competent to:** Load/unload and stow vehicle, rope, tarpaulins, etc. Connect a tow Use a telephone Direct driver reversing **Some ability to:** Carry out first aid.

APPENDIX II - 1.611

TRADE GROUP - GENERAL JOB TITLE - FORKLIFT TRUCK OPERATOR	EMPLOYMENT LEVEL - OPERATIVE
GENERAL FUNCTION - Moving, stowing and loading goods by forklift truck	
JOB DESCRIPTION	**ANALYSIS OF TRAINING NEEDS**
1. Driving a fork lift truck safely to move, stow or load palletted goods. 2. Stowing palletted goods in warehouse to conform with supervisor's instructions. 3. Carrying out minor maintenance on forklift truck (fuel, oil, cleanliness, etc.) 4. Liaising with Supervisors and drivers as necessary. 5. Keeping simple stowage records. 6. Keeping forklift truck maintenance and running records.	KNOWLEDGE - Detailed knowledge of: Company rules and regulations Fork lift truck details - maximum load and lift Minor maintenance Stowing and stacking - use of warehouse space Battery charging Appreciation of: Goods handled Factory Act and safety regulations SKILL - Fully competent to: Handle fork lift truck Stacking goods on pallets Carry out minor maintenance of truck (greasing, fuelling, etc.) Some ability to: Carry out first aid Assist with major maintenance

APPENDIX II - 1.613

TRADE GROUP - GENERAL   JOB TITLE - WAREHOUSE, SILO, MILL, GRANARY MACHINE OPERATOR

EMPLOYMENT LEVEL - SEMI-SKILLED OPERATIVE

GENERAL FUNCTION - Operating a multiple process machine (except forklift truck and weighbridge) in a warehouse, silo, Granary or mill.

JOB DESCRIPTION

1. Operating multiple conveyors/elevators, hoppers, pre-packers, grinders, rollers, flakers, cubers, grain dryers, weighers (other than weighbridge) or other similar machinery.
2. Carrying out setting up, resetting and minor maintenance, including cleaning and repairs to machinery.
3. Keeping appropriate machine and stock records.
4. Supervising baggers/packers assigned to their machines.
5. Working with/under Production and Warehouse, Intake/output foremen/supervisors, associated machine operators, warehouse/mill hands and plant fitters.
6. Sampling, handling and checking materials, ingredients and products/goods so as to ensure quality maintenance and analytical correctness.
7. Ensuring adequate supplies and suitable storage conditions for materials, goods/products associated with the machine operation.
8. Cleaning in vicinity of machine being operated.

ANALYSIS OF TRAINING NEEDS

KNOWLEDGE - Detailed knowledge of:

Company's rules and regulations
Machines being used, mechanical details, setting up, resetting, minor repairs, simple maintenance and cleaning
Weights and measures
Raw materials being used and finished products/goods - identification, storage and working conditions
Records and Documentation
Quality standards required during storage of materials production and in finished products (where applicable)
Requirements of finished goods/products
Weighing/bagging/packing and labelling
Layout of Mill, Silo, Warehouse or Granary

Appreciation of:

Vermin control
Safety of premises, plant and work people
Factory Act and other applicable Regulations

SKILL - Fully competent to:

Operate machinery to the standard required
Operate fire appliances provided

Some ability to:

Carry out first aid

APPENDIX II - 1.614

TRADE GROUP - GENERAL **JOB TITLE** - WAREHOUSE, SILO, OR GRANARY HAND, BAGGER, PACKER

EMPLOYMENT LEVEL - UNSKILLED OPERATIVE

GENERAL FUNCTION - Move, pallettise, stow or load goods (Manual or simple "extension of hands" single process machine).

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Handling, moving, pallettising, stowing and loading stores and materials and intake, during storage and at output. 2. Assembling items to order for production or delivery to customers. 3. Keeping appropriate records. 4. Grading and packing or pre-packing goods/products or materials manually or by simple machine.	KNOWLEDGE - Detailed knowledge of: Weights and sizes of bags and packages Company's rules and regulations Warehouse layout and storage plan Assembly of goods for despatch Records and documentation Loading and unloading of vehicles Security of warehouse Stacking patterns for sacks,bags and cases of varying weights and sizes in the warehouse and on pallets Bagging off, labelling and weighing goods Cleaning building and equipment Appreciation of: Goods, materials, ingredients and finished products handled - nature and identification, of Methods of storage Vermin control Factory Act and safety SKILL - Fully competent to: Use cleaning gear and equipment Handle goods to avoid injury,damage,deterioration or wastage Clean and mend sacks Carry out simple maintenance of premises,painting, white-washing, etc. Handle hoists, trollies,sack lifting equipment,elevators, pallet movers, etc. Use fire appliances provided Lift sacks, bags and cases by hand Some retail and co-operatives - Pack and label goods for despatch Seed Processing - mix grass and clover seed rogue seed stocks Some ability to: direct a driver reversing a vehicle

APPENDIX II - 2.101

TRADE GROUP - GENERAL MERCHANTING, RETAIL AND CO-OPERATIVES | **EMPLOYMENT LEVEL** - MANAGEMENT

JOB TITLE - SHOP MANAGER

GENERAL FUNCTION - Selling company's goods/products and services through retail shop

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Selling company's goods/products and services through retail shop. 2. Recruiting, engaging, motivating, training, controlling, developing, promoting, evaluating and discharging shop staff. 3. Requisitioning, storing, displaying and distributing goods/products and services. 4. Keeping necessary accounts, records and documentation, banking and handling cash. 5. Ensuring that the shop premises, furnishings, equipment and contents are secure and maintained - cleanliness, repairs and attractive to customers. 6. Ensuring the accurate handling, accounting for, banking of cash. **NOTE**: See also Florists (6.101)	**KNOWLEDGE - Detailed knowledge of**: Goods and services stocked - nature, packing, storage conditions, pricing, quality control Retail shop procedures Shop Acts and Weights and Measures Acts Shop and Store layouts Equipment used Economics of running a retail shop Stock control and rotation Customer relations **Appreciation of**: Recruitment, selection and training Accounting Public and labour relations Economics of heat, light and power Horticulture/Florists - Flowers plants and bulbs Salary/wage structure Management services - work study, O & M, computer application etc. **SKILL - fully competent to**: Manage people - motivate, control (delegate), measure results Communicate - write and speak **Some ability to**: Determine and set objectives Plan Organise

APPENDIX II - 2.401

TRADE GROUP - RETAIL AND CO-OPERATIVES

EMPLOYMENT LEVEL - TECHNICIAN

JOB TITLE - RETAIL SHOP CASHIER/CHECK-OUT CLERK

GENERAL FUNCTION - Handling cash and keeping shop accounts

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Jobs as allotted from: a. Handling shop cash takings. b. collecting and banking of cash. c. Keeping Ledgers and other sales documents and records. d. Handling the office work associated with the retail shop. e. Handling telephone orders. f. Running delivery van. g. Operating till. h. Bagging purchases.	KNOWLEDGE - Detailed knowledge of: Appropriate Account documentation, sales records and procedures Products/goods and services handled - prices Appreciation of: Area for delivery routing Correspondence Banking SKILL - Fully competent to: Use a telephone Type letters, invoices and order forms

APPENDIX II - 2.501

TRADE GROUP - GENERAL (RETAIL & CO-OP) (SENIOR RETAIL SHOP ASSISTANT) **EMPLOYMENT LEVEL** - (SUPERVISOR) OPERATIVE

JOB TITLE - RETAIL SHOP ASSISTANT

GENERAL FUNCTION - Selling goods to customers

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Retail selling of goods to customers, including processing orders, handling, packing and arranging delivery (where necessary). 2. Stocktaking, ordering, unpacking, pricing, storing, recording and displaying goods for sale. 3. Advising customers on goods stocked. 4. Maintaining shop and premises clean and attractive to customers. 5. Accurate handling of cash, accounts and credit sales. 6. Maintaining security of premises and cash. 7. Handling customers' complaints. 8. Promoting a good image for the company. (9. Supervising and checking work of other retail shop assistants.) (10. Handling customers' credit control.) (11. Balancing up cash account and banking cash.) (12. Training of retail shop assistants, including induction training.) **NOTE**: See also Florists (6.101)	**KNOWLEDGE** - **Detailed knowledge of**: Prepacking methods and reasons why Goods stocked and conditions for storage and handling Pricing Invoicing and handling orders Equipment used Shop Acts and Weights and Measures Act Salesmanship, including group and impulse selling (Credit control documentation) Customer relations Cleanliness in all aspects **Appreciation of**: (Labour relations) Shop and Store layouts Stock control and rotation Accounting (including banking) Economics of damage to goods and use of power Credit sales rules Salary/wage structure Training Cut flowers, plants, bulbs **SKILL** - **Fully competent to**: (Manage people - motivate and control) Operate till accurately Handle all goods stocked Use telephone Handle all equipment and gear employed (including cleaning) (Communicate - speak and write)

APPENDIX II - 3.601

TRADE GROUP - COMPOUNDING **JOB TITLE** - FEED BLENDER/MIXER PANEL CONTROLLER **EMPLOYMENT LEVEL** - SKILLED OPERATIVE

GENERAL FUNCTION - Operating by panel the machinery weighing/measuring, conveying and mixing the ingredients to produce animal feed.

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Weighing/measuring by panel operation the ingredients to produce animal feed in accordance with the ration formulation. 2. Conveying and elevating, by panel operation, the ingredients to the mixer(s). 3. Mixing, by panel operation. 4. Carrying out simple setting up, resetting and minor maintenance, including cleaning, and repair to machinery. 5. Keeping appropriate machine and stock records. 6. Working with/under Production and Warehouse intake/output foremen (Supervisors), associated machine operators, warehouse/mill hands and plant fitters. 7. Sampling, handling and checking, materials, ingredients, and the mixed product to ensure quality maintenance and analytical correctness. 8. Ensuring adequate storage conditions for materials, ingredients and mixed product associated with machine operation.	**KNOWLEDGE** - **Detailed knowledge of:** Company's rules and regulations Machinery and switchboard being used - mechanical and electrical details, setting up, resetting, minor repairs, simple maintenance and cleaning Weights and measures Raw materials being used - identification, nature, storing and working conditions Records and documentation Quality standards and tolerances required during storage of raw materials, production and in finished product Layout of mill and associated machinery and equipment **Appreciation of:** Ration formulation Vermin control Safety of premises, plant and work people Factory Act and other applicable Regulations **SKILL** - **Fully competent to:** Operate keyboard and machinery to standard required Operate fire appliances provided **Some ability to:** Carry out first aid

APPENDIX II - 4.101

TRADE GROUP - GENERAL MERCHANTING AND SEED PROCESSING **EMPLOYMENT LEVEL** - MANAGEMENT

JOB TITLE - SEED FIELD PRODUCTION MANAGER

GENERAL FUNCTION - Running the field production of seed

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Selecting seed growers. 2. Placing seed multiplication contracts with growers. 3. Providing expert technical advice to growers on spraying, cultivation, harvesting, storage, etc. of seed. 4. Organizing and controlling field inspecting and roguing of crops. 5. Administering official seed schemes. 6. Liaising with sales manager on forward purchase and contracts, seed variety availability, and seed sales. 7. Purchasing seed lots and stocks. 8. Liaising with Seed Manager on intake delivery processing and storage of seed. 9. Pricing finished seed in consultation with Sales and Mill Managers.	**KNOWLEDGE** - Detailed knowledge of: Agriculture/Horticulture - background (possibly NDA or Degree) Plant Breeders' Rights and Seed Act and other Seed Regulations (Field approval Scheme) Seed and plants being traded in - nature, growing, cleaning, processing, storage, testing and analysing Sprays and fertilizers - uses and method of application Company's organization, procedures and regulations Economics of breeding and multiplying seed Company marketing policy as related to seed Competitors' seeds in competition Appreciation of: New developments Customer relations Other related subjects **SKILL** - Fully competent to: as applicable { and qualified to inspect crops - NIAB and qualified to sample seed - NIAB identify grasses, clovers, cereals and other plants and seeds, including weeds recognize and deal with cereal diseases and pests } Manage people - motivate, control, measure results Communicate - write and speak

APPENDIX II - 4.201

TRADE GROUP - SEED PROCESSING
JOB TITLE - PLANT BREEDER
EMPLOYMENT LEVEL - MANAGEMENT TECHNOLOGIST

GENERAL FUNCTION - Directing and administering a Plant Breeding Station, Laboratories and trial grounds

JOB DESCRIPTION

1. Directing and administering a Plant Breeding Station and its associated laboratories and trial grounds.
2. Maintaining records and other documentation.
3. Crossing and selecting new varieties of all agricultural and horticultural plant species (cereal, pulse, herbage, kales, roots, etc.)
4. Screening plants and seeds for disease resistance both in the field and in the laboratory.
5. Organizing yield trials of plant species and varieties.
6. Testing seed for quality.
7. Observing and recording plant growth, and habit and incidence of disease.
8. Reselecting and multiplying seed to produce nuclear stocks of new and existing varieties.
9. Liaising with other Plant Breeders for exchange of breeding material.
10. Producing and releasing technical papers on plant species and varieties being developed in trials.

ANALYSIS OF TRAINING NEEDS

KNOWLEDGE - Detailed knowledge of:

Genetics
Plant Pathology, Entomology and Nematology
Agricultural Botany
Agricultural Chemistry
Statistical Analysis and trial design
Plant Varieties and Seeds Act
National Seed Certification Schemes

Appreciation of:

Recruitment, selection and training
Farmers' future varietal requirements
Present and future markets in cereals and grasses, etc.
Technical development in plant breeding and diseases throughout the world
Laboratory techniques and equipment
Salary/wage structure
Management services - computer applications, statistics,etc.

SKILL - Fully competent to:

Manage people - motivate, control, measure results
Communicate - speak and write

Some ability to:

Plan
Organize

APPENDIX II - 4.301

TRADE GROUP - RETAIL (HORTICULTURE) MERCHANTING AND CO-OPERATIVES SEED PROCESSING, GENERAL

JOB TITLE - SENIOR SEED ANALYST

EMPLOYMENT LEVEL - SUPERVISOR TECHNICIAN

GENERAL FUNCTION - Running seed analysis laboratory

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Running seed analysis laboratory, store, equipment and staff. 2. Keeping necessary seed records, including Ministry official records. 3. Liaising with and advising Seed Field Production Manager, Buying/Product Manager, Seed Processing Manager/Supervisor and Warehouse intake/output supervisor over quality control of finished seed. 4. Analysing and testing seeds. 5. Custody of laboratory stores. 6. Training staff.	KNOWLEDGE - Detailed knowledge of: Seeds Act and Regulations (including Field Approval Scheme) Company's rules and regulations Equipment in laboratory - details, purpose, maintenance and cleanliness Standards required of finished seed Seed treatments, conditioning, dressing and storage Seed tests and analysis including tolerances allowed Seed sampling Seed roguing Storekeeping of materials and equipment Seed records Laboratory safety Appreciation of: Salary/Wage structure Labour relations Laboratory equipment - costs and new techniques Botany Economics of laboratory (heating, lighting etc.) Grass and clover mixing Laboratory cleanliness Field seed trials, including marking plots Training SKILL - Fully competent to: Manage people - motivate and control Communicate - write and speak and qualified to analyse and test seeds using seed analysis equipment (OSTS certificate) identify plants and seeds including weeds identify seed diseases Co-operatives - to analyse other products as appropriate

APPENDIX II - 4.401

TRADE GROUP - SEED PROCESSING, GENERAL MERCHANTING, RETAIL (HORTICULTURE) & CO-OPERATIVES

JOB TITLE - SEED LABORATORY ASSISTANT

EMPLOYMENT LEVEL - TECHNICIAN

GENERAL FUNCTION - Testing and analysing seeds

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Testing and analysing seeds, using laboratory equipment as required. 2. Keeping laboratory and equipment clean and in good order. 3. Assisting with the keeping of seed records. NOTE: In some non-specialist firms, the Seed Laboratory Assistant may also have to carry out any tests and analyses (feed ingredients, seeds and other goods) required.	KNOWLEDGE - Detailed knowledge of: Laboratory equipment - use, cleanliness, etc. Company's rules and regulations Standards required of finished seed Seed storage conditions Simple seed testing and analysis including tolerances allowed Seed sampling Seed roguing Appreciation of: Seeds Act Seeds Records Seeds treatment, conditioning and dressing Laboratory safety SKILL - Fully competent to: Carry out simple cereal seed analysis and testing (OSTS Cereal certificate) Use equipment in the laboratory Co-operatives - to analyse other products as appropriate Some ability to: Identify plants and seeds including weeds Identify seed diseases Analyse and test seeds using laboratory equipment

APPENDIX II - 4.501

TRADE GROUP - RETAIL (HORTICULTURE) AND CO-OPERATIVES, SEED PROCESSING, GENERAL MERCHANTING

JOB TITLE - SEED PROCESSING MACHINE OPERATOR

EMPLOYMENT LEVEL - CRAFTSMAN

GENERAL FUNCTION - Operating Seed Processing machines

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Operating seed processing machinery, namely: a. Seed cleaning machine b. Seed bulkers c. Seed mixers d. Seed graders e. Powder and liquid seed dressing machines f. Seed drying machines g. Elevators and conveyors 2. Carrying out setting up, resetting and minor maintenance and repairs to machinery. 3. Seed sampling. 4. Roguing seed stocks. 5. Packing, bagging, packeting, grading and weighing seed. 6. Stowing finished seed. 7. Mixing grass and clover seed. 8. Keeping appropriate machine and stock records. 9. Liaise with Production and Warehouse Intake/output foremen (Supervisors), plant fitters and warehousemen.	KNOWLEDGE - Detailed knowledge of: Machines being used - mechanical details - setting up, resetting, minor repairs, simple maintenance and cleaning Seed varieties - identification, roguing, mixing, storage conditions Seed drying and moisture testing - implications Company's rules and regulations Weighing, bagging, grading of finished seed (quality standards of finished seed required) Appreciation of: Seed analysis Safety of premises, plant and workpeople Plant layout SKILL - Fully competent to: Operate machinery and carry out actual seed processing with each machine Identify seed varieties Operate fire appliances provided Some ability to: Carry out first aid

TRADE GROUP - GENERAL MERCHANTS, CO-OPERATIVES, SEED PROCESSORS

JOB TITLE - FIELD (CROP) INSPECTOR (CEREALS)

EMPLOYMENT LEVEL - TECHNICIAN

GENERAL FUNCTION - Inspecting a cereal crop grown for seed

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: Cereal Crop inspection is carried out in June, July and August by qualified part time Crop Inspectors. The following are normally qualified: Specialist Technical Advisers (Cereals), Sales and Area Sales Managers, Salesmen/Representatives, Seed Field Production Manager, Senior Seed Analyst, Seed Laboratory Assistants, Warehouse Foremen, Seed Production Foreman and Seed Processing Machine Operator. For herbage and vegetable crops the inspection is carried out by NAAS inspectors. 1. Walking the complete periphery of a field making a visual assessment of the purity of the crop and noting areas of likely contamination. 2. Carrying out a detailed examination of specified areas throughout the crop to assess: a. Varietal Purity b. Species Purity c. Genetical Purity d. Incidence of Disease e. Weed infestation and population f. Pest infestation 3. Preparing and completing official documents and crop reports for NIAB and/or other official seed schemes. 4. Carrying out ear counts to assess Crop population.	**KNOWLEDGE** - Detailed knowledge of: Cereals - varieties, diseases, pests Weeds - recognition - seed, plant and flower Field Approval Schemes and/or other official Cereal seed schemes **Appreciation of**: Crop Husbandry/Agricultural Botany.

APPENDIX II - 1.511

TRADE GROUP - GENERAL GENERAL FUNCTION - Repairing and maintaining agricultural and horticultural machinery, plant and implements	JOB TITLE - AGRICULTURAL MACHINERY/IMPLEMENT FITTER EMPLOYMENT LEVEL - CRAFTSMAN
JOB DESCRIPTION	**ANALYSIS OF TRAINING NEEDS**
1. Inspecting new and used machinery, plant and implements. 2. Diagnosing faults and failures, their causes and rectification in this machinery. 3. Ordering spare parts with the aid of manuals. 4. Replacing defective parts. 5. Adjusting and setting up machinery. 6. Carrying out routine and preventive maintenance to machinery, plant and implements. 7. Carrying out simple repair and construction work by welding, soldering, etc. 8. Making out job cards, timesheets and reports. 9. Keeping relevant records. 10. Driving service van.	KNOWLEDGE - Detailed knowledge of: Mechanical details and use of all common agricultural and horticultural machinery, plant and implements Workshop manuals and spare part lists - use of Lubricants - use of Accounting procedure for jobs carried out An appreciation of: Machinery Drawings Materials used Jointing methods Principles of Planned Maintenance Engineering practice SKILL - Fully competent to: Dismantle and assemble machinery covered Use appropriate hand and power tools Diagnose faults and failures in a wide range of machinery Drive a van Some ability to: Use gas and electric welding equipment Carry out first aid

APPENDIX II - 5.504

TRADE GROUP - GENERAL MERCHANTING, CO-OPERATIVES
JOB TITLE - SPRAYING AND SPREADING OPERATIVE
EMPLOYMENT LEVEL - CRAFTSMAN

GENERAL FUNCTION - Applying product to area or crop as specified

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Loading and unloading of bulk spreading vehicles on trailers. 2. Setting up or resetting, carrying out simple repairs and minor maintenance to machinery. 3. Applying the liquid or dry product to area or crop as specified. 4. Keeping records and documentation required. 5. Liaising with Product and Transport Managers and customers to carry out job.	KNOWLEDGE - Detailed knowledge of: Products being sprayed or spread - nature, identification, purpose, safety precautions Machinery being used - loading, unloading, setting up, resetting, simple repairs, minor maintenance, including cleanliness Records and Documentation Appreciation of: Public relations Company's goods/products and services SKILL - Fully competent to: Drive and run machinery/equipment used Some ability to: Carry out first aid

APPENDIX II - 6.101

TRADE GROUP - RETAIL

JOB TITLE - ASSISTANT FLORIST IN association with 2.501
SENIOR FLORIST " " " 2.501
FLORIST MANAGER " " " 2.101

EMPLOYMENT LEVEL - OPERATIVE
SUPERVISOR
MANAGER

GENERAL FUNCTION - Floristry: Selling company's goods/services through retail shop, running a Florist's workrooms and shop

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
Assistant Florist - (in conjunction with Retail Shop Assistant - 2.501) 1. Mossing foundations and wiring flowers and foliage 2. Creating flower and plant arrangements 3. Making-up funeral designs 4. Packing and presenting flowers and plants 5. Relaying orders. Senior Florist (in conjunction with Retail Shop Assistant (Supervisor) 2.501) 6. Making-up floristry arrangements 7. Making up wedding flowers 8. Selling company's goods and services through retail shop. Florist Manager - (in conjunction with Retail Shop Manager - 2.101) 9. Buying flowers, plants and sundries 10. Controlling retail shop 11. Keeping necessary accounts and records 12. Banking, including cash 13. Ensuring that shop and workroom equipment are secure and maintained.	KNOWLEDGE - Detailed knowledge of: Assistant Florist: Name of plants and flowers and their flowering seasons Treatment of flowers and plants Elementary applied Botany Workroom equipment Colour harmony Florists' tools and their uses Senior Florist: Window dressing Shop and workroom routine and duties Interviewing customers about weddings and floral contracts Interior and exterior floral decor Florist Manager Shop and Factory Acts Economics of running a retail shop and workroom Stock control and rotation Appreciation of: Senior Florist: Stock control Labour relations Accounting (including Banking) Customer relations SKILL - Fully competent to: Assistant Florist: Operate till accurately Use telephone Senior Florist: Handle all goods stocked Communicate - speak and write

APPENDIX II - 7.601

TRADE GROUP - GENERAL

JOB TITLE - FISH DOCK WORKER

EMPLOYMENT LEVEL - SEMI-SKILLED OPERATIVE

GENERAL FUNCTION - Collecting or receiving raw materials and loading or storing

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Collecting and receiving fish (and other raw materials) 2. Issuing Receipts 3. Loading Vehicles 4. Operating Fish elevator 5. Weighing fish and raw materials 6. Keeping necessary documentation	KNOWLEDGE - Detailed knowledge of: Fish weights Fish - varieties Loading of vehicles Fish Dock layout and operation Machines-operation, simple maintenance and cleanliness Documentation Company rules and regulations Appreciation of: Factory Act and other applicable regulations SKILL - Fully competent to: Identify varieties of fish Operate weighing machine Operate Elevator Some ability to: Carry out first aid

APPENDIX II - 7.602

TRADE GROUP - GENERAL

JOB TITLE - DEHYDRATION PLANT/OIL PRESS/ OIL SEPARATOR/EVAPORATION PLANT OPERATOR

EMPLOYMENT LEVEL - SEMI-SKILLED OPERATIVE

GENERAL FUNCTION - Operating a multiple process machine (except fork-lift truck and weighbridge) in a mill

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Operating conveyors/elevators, fish dryers, fish presses, oil separators, evaporation plant, fish silos, pumps and valves, and screens. 2. Partial dismantling and setting up, including cleaning. 3. Liaising with Supervisor to ensure uniformity of product. 4. Sampling, handling and checking materials and products. 5. Cleaning in vicinity of machine in operation. 6. Discharging oil from storage tanks into road tanker.	**KNOWLEDGE - Detailed knowledge of:** Company rules and regulations Machines being used, mechanical details Setting up, resetting and cleaning Operating techniques Appearance, colour, viscosity and consistancy of meal and oil through various stages of process Amperemeter settings Materials being used Process standards required Layout of factory **Appreciation of:** Factory Act and safety regulations **SKILL - Fully competent to:** Operate machinery to standard required Operate fire appliances provided **Some ability to:** Carry out first aid

APPENDIX II - 1.603

TRADE GROUP - GENERAL **JOB TITLE** - OFFICE MACHINE OPERATOR **EMPLOYMENT LEVEL** - SKILLED OPERATIVE

GENERAL FUNCTION - Operating key depression business machines

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
NOTE: Machines covered by this Job Description include Adding, Calculating, Accounting and Punched Card Machines. 1. Carry out one or more from the following either direct or by punch card and computer: a. Ledger posting (Sales and Purchase) b. Salaries/Wages c. Book keeping d. Material Control e. Management accounts and information f. Invoicing g. Costing h. Statistical work (Sales and production returns, analysis of sizes of orders, etc.) i. Statements j. Cash k. Forecasting (from statistics)	**KNOWLEDGE - Detailed knowledge of:** The machine - purpose of using it, keyboard Punching code in use Simple arithmetic - decimals, percentage, discounts, etc. **Appreciation of:** Relevant office procedures and systems (i.e. order processing) Data being processed Application in which machine is being used - ledger posting, etc. **SKILL - Fully competent to:** Operate the machine(s) accurately and quickly Understand and follow written instructions

APPENDIX II - 7.603

TRADE GROUP - GENERAL	JOB TITLE - BOILER FIREMAN	EMPLOYMENT LEVEL - SEMI-SKILLED OPERATIVE
GENERAL FUNCTION - Steam raising by coal or oil-fired boilers		

JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Receiving coal/fuel oil into and out of storage area/storage tanks. 2. Operating coal/oil fired boilers, coal elevators, conveyor, feeding hoppers, oil pumps. 3. Operating water treatment plant. 4. Carrying out regular safety procedure, setting up, resetting and minor maintenance, including lubrication and cleaning. 5. Keeping necessary records and documentation, including coal/fuel oil stock record. 6. Liaising with Production Foreman (to ensure adequate supply of steam) and Maintenance Supervisors.	KNOWLEDGE - Detailed knowledge of: Steam Raising techniques Boiler operation and principle Water treatment plant and chemicals used Factory Acts and other applicable regulations Factory steam requirements Layout of factory and boilerhouse Meter readings Capability of boilers Company rules and regulations Records and documentation Temperatures and pressures required SKILL - Fully competent to: Operate boilers and water treatment plant to the standard required Charge and discharge fuel oil storage tanks

APPENDIX II - 7.604

TRADE GROUP - GENERAL JOB TITLE - MECHANICAL SHOVEL OPERATOR	EMPLOYMENT LEVEL - OPERATIVE
GENERAL FUNCTION - Moving, stowing and loading goods by mechanical shovel	
JOB DESCRIPTION	ANALYSIS OF TRAINING NEEDS
1. Driving a mechanical shovel. 2. Stowing fish in conformity with Supervisor's instructions. 3. Carry out minor maintenance on vehicle (fuel, oil, cleanliness, etc.) 4. Liaising with Supervisors as necessary. 5. Maintaining stowage records.	KNOWLEDGE - Detailed knowledge of: Company rules and regulations Details of machine - maximum load and lift Minor maintenance Fish identification Stowing and stacking Appreciation of: Factory Act and safety regulations SKILL - Fully competent to: Handle mechanical shovel Carry out minor maintenance Operate fire appliances Some ability to: Carry out first aid

APPENDIX III

EXAMPLES OF COURSES AND QUALIFICATIONS BEING USED

Only those courses which are applicable to the trades allied to agriculture, because of their specific nature, have been included. The mass of general courses run by technical colleges for office and retail shop workers etc., although used extensively, have been purposely omitted. This Appendix is laid out in the following order:

- Technical Qualifications and Associated Courses
- Management and Sales Courses
- Technical Trade Courses

Trades Allied to Agriculture - Technical Qualifications and Associated Courses

The Courses below are general courses, usually pre-entry, occasionally in service.

Ref No.	Qualification	Length of Course	Subject	Place of Instruction
Q1	Batchelor of Science B.Sc. (Agriculture) (Agric.) (plus higher degrees such as M.Sc., M.A., Ph.D., D.Sc.)	3/4 years or more	Technologies related to Agriculture	Universities of: London (Wye) Nottingham Reading Wales Newcastle Cambridge Oxford Edinburgh Glasgow Aberdeen
Q2	National Diploma of Agriculture (NDA)	2 years (after 1 year's farming)	Agriculture and Science	Agricultural Colleges: Royal Seale Hayne Shuttleworth Essex (Writtle) Harper Adams Lancashire
Q3	Scottish Diploma of Agriculture (SDA)	2 years	Agriculture with Science	Agricultural Colleges: Edinburgh Glasgow Aberdeen
Q4	College Diploma of Agriculture (CDA)	2 years	Agriculture with Science	All above agricultural colleges. (These are generally those who cannot manage to pass N.D.A. or S.D.A.)
Q5	National Diploma of Horticulture (NDH)	At least 4 years	Horticulture and its technologies	No college has a complete course. Many organise a course to inter N.D.H.
Q6	National Diploma of Dairying (NDD)	2 years	Dairying and its technologies	University of Reading. Various Colleges.
Q7	National Diploma of Agricultural Engineering (ND Agr.E)	1 year post-diploma	Agricultural Engineering	National Institute of Agricultural Engineering Silsoe Essex Institute of Agriculture, Writtle.
Q8	National Diploma of Poultry Keeping (NDP)	2 years	Poultry Husbandry	Harper Adams Agricultural College.

APPENDIX III

Trades Allied to Agriculture - Technical Qualifications and Associated Courses (Continued)

Ref. No.	Qualifications	Length of Course	Subject	Place of Instruction
Q9	National Certificate of Agriculture (NCA)	1 year	General Agriculture	County Colleges and Farm Institutes
Q10	National Certificate of Agriculture (NCA) Supplementaries	1 year post-Certificate	Various - Farm Management Poultry Keeping Dairying Fruit Growing Pig Management etc.	Various county colleges and farm Institutes
Q11	Ordinary National Diploma (OND)	3 year sandwich (commencing 1968)	Agriculture with specialist bias	Various county colleges and farm institutes
Q12	Higher National Diploma (HND)	3 year sandwich (commencing 1968)	Agriculture and related technology	Some agricultural colleges
Q13	National Certificate of Horticulture (NCH)	1 year	Horticulture	Some farm institutes and county colleges
Q14	National Certificate of Horticulture (NCH) Supplementaries	1 year	Various	Pershore (Worcs.) Hadlow (Kent) and other institutes
Q15	National Certificate of Poultry (NCP)	1 year	Poultry practice	Plumpton Harper Adams and a few similar places
Q16	National Certificate of Dairying (NCD)	1 year	Dairying	Often taken Concurrently with N.C.A.
Q17	City & Guilds of London Stage 1 Stage 2 Stage 3	Up to 5 years part-time	Agriculture Horticulture Machinery Management Records & Accounts	Many technical colleges throughout the country
	Full Technical Certificate (FTC)	Up to 5 years	Pass stage 1, 2 & 3	Many technical colleges throughout the country
Q18	Associate of Royal Institute of Chartered Surveyors (ARICS)	3 years	Chartered Surveyors	Royal Agricultural College
Q19	Associate of Country Land Agents Society (ACLAS)	3 years	Land Agents	Royal Agricultural College
Q20	Union of Lancashire & Cheshire Institute (ULCI) Stage 1 - Agriculture	400 hours	General Agriculture	Many northern technical colleges
Q21	Union Educational Institute (UEI) Agriculture, Horticulture	220 hours part-time	General	Many technical colleges

APPENDIX III

MANAGEMENT AND SALES COURSES

1. Courses run by the following organisations for industry and commerce in general are used widely:

   a. Ashridge Management College
   b. Urwick
   c. TACK (Sales)
   d. Industrial Society (Supervisors)
   e. Universities and local technical colleges
   f. College of Marketing
   g. Ministry of Labour (TWI)

2. The following courses, run by ICAM, are specially orientated to the needs of the trades allied to Agriculture

Ref. No.	Title	Length	For Whom	Objective - To Teach	Place of Instruction
M1	Sales Junior Salesmen	3½ days	Trainee Salesmen and salesmen who have had less than 2 years selling experience	1. Basic Sales Technique 2. Planning calls	As arranged by ICAM
M2	Senior Salesmen	3½ days	For those with more than 2 years selling experience	1. Refresher 2. More sophisticated sales techniques	As arranged by ICAM
M3	Field Sales Managers/ Supervisors	3½ days	Sales managers from small companies, and field sales managers from the larger companies	1. Sales management techniques 2. Recruitment and selection 3. Salesman training 4. Market analysis 5. Territory Planning	As arranged by ICAM
M4	Analysing the market and time and territory planning.	1 day	For sales directors/managers/supervisors	1. Market analysis 2. Territory Planning 3. Development of further Salesman training	As arranged by ICAM
M5	Marketing Appreciation of modern marketing aspects	1½ days	Managing Directors and top executives in the agricultural ancillary trades	1. Application of modern marketing techniques 2. Product analysis and marketing strategies 3. Development of marketing plan 4. Function and training of Marketing Manager	As arranged by ICAM
M6	Application of modern marketing methods	3½ days	Directors, senior managers or other executives responsible for the formulation of marketing and sales policies of the preparation of marketing plans, or the implementation of such policies and plans	1. Logical approach to formulation of a marketing plan 2. Research and assessment of market 3. Sales forecasting 4. Advertising and promotion objectives, sales budgets 5. Preparation of marketing plan and presentation to Board.	As arranged by ICAM

APPENDIX III

MANAGEMENT AND SALES COURSES (Continued)

Ref. No.	Title	Length	For Whom	Objective - To Teach	Place of Instruction
M7	Financial Control Management for profit of the smaller operating unit	1½ days	For the managing director having less than three departmental managers	1. Assembly of financial information 2. Processing this information to assist chief executives to take and implement policy decisions	As arranged by ICAM
M8	Modern aids to operating a profitable business	2½ days	For directors and senior executives who function as one of a team of management in the larger business	1. Appreciation of modern accounting techniques 2. Management by objectives 3. Planning & forecasting 4. Statistical stock control 5. Modern data processing 6. Management data interpretation	As arranged by ICAM
M9	Management Accounting for the progressive company	2½ days	For accountants and company secretaries	1. Role of accountants in providing management data 2. Budgeting techniques 3. Budgetary control techniques 4. Profit planning and stock valuation 5. Office organization	As arranged by ICAM
M10	Retail Shop Effective selling in the retail shop	1½ days	For assistants	Basic principles of effective selling	As arranged by ICAM
M11	Profitable Management in a retail shop	2½ days	For shop managers	Management techniques applicable to small retail shops Manager's Responsibility Finance and financial controls Stock control Shop/stock room lay-out Customer relations	As arranged by ICAM
M12	Supervisory Mill Administration	2½ days	Production managers, foremen and potential foremen of a feed mill	Feed Mill Management	As arranged by ICAM
M13	General Management Recruitment, selection and initial training	1½ days	Senior managers, directors and anybody having the authority to recruit and select staff	1. Recruitment and selection 2. Development and training	As arranged by ICAM

APPENDIX III

MANAGEMENT AND SALES COURSES (Continued)

Ref. No.	Title	Length	For Whom	Objective - To Teach	Place of Instruction
M14	Effective Writing	2 days	Anyone in a Company whose job entails writing letters, reports, etc.	How to achieve precision and clarity of written word	As arranged by ICAM
M15	Effective Speaking	2 days	Whilst principally designed for the Adviser and Company Representative who have to address farmers and meetings, it will also be found most valuable to executives who are required to chair or speak at meetings	Addressing, organizing and chairing farmers' meetings	As arranged by ICAM

APPENDIX III

MANAGEMENT AND SALES COURSES (Continued)

3. The following courses, run by the Plunkett Foundation, are specially orientated to the needs of the Agricultural and Horticultural Co-operative Societies:

Course No.		Subject
1.		Principles of Agricultural and Horticultural Co-operation
2.		Basic Agriculture
3.		Basic Horticulture
4.		Finance as applied to Agricultural Co-operatives
5.		Management Accounting and Costing
6.		Law for Agricultural and Horticultural Co-operatives
7.		Principles of Economics with Special Reference to Marketing of Agricultural Products
8.		Agricultural and Horticultural Co-operative Management:
	a.	Works Study
	b.	Statistics and Works Organization
	c.	Office Organization
	d.	Methods and Machinery of Business
	e.	Personnel Management
9.		Transport

APPENDIX III

TECHNICAL TRADE COURSES (Forming possible modules)

Ref. No.	Title	Length	For Whom	Subject	Place of Instruction
T1	Associate of ICAM (AICAM)	Up to 3 yrs correspondence course or combined day/block release	Specialist Technical Advisors (1.401) Managers	Part I-General Trade Part II-Technological Part III - Management	ICAM only Day Release at various centres. Block Release - see below
T2	ICAM Part II only	6 weeks block release	Established Salesmen/Representatives (1.402) Assistant/Trainee Production Manager. Junior Management	Animal Nutrition or Crops and Seeds	Shropshire Farm Institute Berkshire College of Agric.
T3	NIAB Cereal Crop Inspector	1 week	Seed Field Production Managers (4.101) Salesmen/Representatives (1.402) Seed Warehouse Foreman (1.301) Seed Processing Machine Operators (4.501) See also Field (Crop) Inspector (Cereals) (4.601)	Field approval of cereal seeds	NIAB on arrangement with NACAM/ICAM
T4	Qualified Cereal Seed Analyst		Senior Seed Analysts (4.301) Laboratory Supervisors (1.304) Laboratory Assistants (1.406) Seed Laboratory Assistants (4.401)	Examination of cereal seeds only	NIAB in collaboration with MAFF
T5	Qualified Seed Analyst	11 weeks	Senior Seed Analysts (4.301)	Examination of all varieties of seeds	N.I.A.B., in collaboration with MAFF
T6	Certificated Sampler	2 days	Seed Field Production Managers (4.101) Senior Seed Analysts (4.401) Seed Warehouse Foreman (1.301) Seed Processing Machine Operators (4.501)	Sampling seeds	O.S.T.S. in collaboration with ICAM/STA
T7	Seed Potato Inspector	3 months	Seed Potato Fieldsman (1.402)	Examination & roguing potato crops	N.I.A.B. and a Scottish College in conjunction with National Association of Seed Potato Merchants
T8	Weed Recognition	1/2 days (annually)	All involved in crops advisory work	Identification of Weed seedlings	ICAM at Royal Agricultural College, Suffolk's teaching farm, and Nottinghamshire College of Agriculture
T9	Weed Control	2/3 days (biennial)	Specialist Technical Advisers (Crop Protection) (1.401)	Refresher on weed control methods.	ICAM - Weed Research Organisation, Oxfordshire area.
T10	Grasses and Clovers	1 week (Annual)	Salesmen/Representatives (1.402) Trainee Specialist Technical Advisers (Crops) (1.401)	Identification of herbage plants	ICAM at Royal Agricultural College

FOR THE TRADES ALLIED TO AGRICULTURE

APPENDIX III

TECHNICAL TRADE COURSES (Continued)

Ref. No.	Title	Length	For Whom	Subject	Place of Instruction
T11	Cereal Identification	3 days	Seed Field Production Managers (4.101) Salesmen/Representatives (1.402)	Identification of cereal varieties	ICAM at Royal Agricultural College
T12	Herbage Seed Production	3 days (triennial)	All those involved in production and sale of herbage seed	Methods & techniques of producing herbage seed crops	ICAM as arranged.
T13	Poultry Management	1 week	Specialist Technical Advisers (Poultry)(1.401) Specialist Technical Advisers (General Livestock) (1.401)	Economics of techniques of poultry keeping	New centre being arranged by ICAM , Previously Stoke Prior
T14	Feed Microscopy	1 week (biennial)	Feed Laboratory Supervisers (1.304) (Senior) Laboratory Assistants (1.406)	Techniques of identification of feed materials microscopically	ICAM - Queen Elizabeth College, University of London
T15	Retail Shop Assistants	2 weeks (annual)	(Senior) Retail Shop Assistants (2.501)	Basic horticulture and shop sales techniques	Surrey Farm Institute, Merrit Wood with ICAM/ RSTA
T16	Development in Nutrition of Livestock	Cyclic arrangement annually: Poultry Pigs Ruminants 3 days	Specialist Technical Advisers (General Livestock) (1.401) Salesmen/Feed Advisers (1.402) Production Manager (Compound Feed) (1.105)	Any developments in feed technique and economics/ management problems	ICAM at University of Nottingham, Sutton Bonington
T17	Nutrition Conference	3 days (Annual)	Nutritionists (1.201) Production Managers (1.105) Specialist Technical Advisers (1.401)	Nutritional problems	University of Nottingham Dept. of Agriculture Sutton Bonington
T18	Weed Control Congress	3/4 days (biennial)	Technologists	Technological examination of new products processes and theories	British Weed Control Council
T19	Insecticide & Fungicide Congress	3/4 days (biennial)	Technologists	Technological examination of new products processes and theories	British Insecticide and Fungicide Council
T20	Agricultural Education Association Conference	3 days twice yearly	Specialist Technical Advisers (1.401) Training Officers (1.120)	Developments in agriculture and in related fields of advisory work and education.	Agricultural Education Association - in London in December, elsewhere in July.

APPENDIX III

TECHNICAL TRADE COURSES (Continued)

Ref. No.	Title	Length	For Whom	Subject	Place of Instruction
T21	The Grain Trade	2 years evening classes	Those involved in purchase and sale of grain	Basic Botany Scientific & Commercial aspects of buying and selling grain	City of London College
T22	Floristry Diploma Examination	2 years evenings only	Senior Florists) Florists Managers) 6.101	Market buying & running retail shop and workroom Judging flower shows etc. Terms used in floristry Staging a flower show Advanced floral arrangements	Tottenham Technical College, N.15.
T23	Floristry Senior Examination	1 year-full time 2 years -Evening/ Day release	Florists (6.101) 1-2 years after preliminary examination	Advanced floral arrangements Planted bowls, baskets etc. Novelties for Easter Christmas, etc.	Celyn Horticultural Institute, Flintshire. South Warwickshire College of Further Education. /Sheffield Rother Valley Institute,
T24	Floristry Preliminary Examination	1 year - full time 2 years - Evening/ Day release	Florist Trainees	Preparation and wiring of flowers Wreaths and floral arrangements packing Names and treatment of flowers	Technical Colleges at Luton, Tottenham, N.15, S.E.Northumberland -Wallsend Croydon, Wakefield, Yorks, Isle of Ely College and Belfairs Further Education Centre, Leigh-on-Sea
T25	Foreign Languages various	As required	Managers and Salesmen concerned with import/export	Speaking of foreign languages - specialist technical terms - writing letters	Various colleges

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